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School of Business and Entrepreneurship 1997-98 Catalog

Nova Southeastern University

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NOVA SOUTHEASTERN UNIVERSITY

School of Business and Entrepreneurship



CATALOG 1997-1998

School of Business and Entrepreneurship

1997-98 Catalog

Published September 1997

Policies and programs set forth herein become effective September 1997. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student's responsibility to become familiar with the contents of this catalog.

The University recognizes that individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program. All program/center catalogs, bulletins, and handbooks must carry this information.

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4501) to award bachelor's, master's, educational specialist, and doctoral degrees.

President's Message



Nova Southeastern University is committed to providing an educational environment that encourages students to be the best they can be. Historically, NSU has provided quality education through a diverse array of delivery systems ranging from the traditional to state-of-the-art electronic technologies. Consistent with our mission statement, we prepare students for leadership roles in the professions and provide support for research and community service while maintaining an environment fostering creativity and innovation. We recognize that as Will Rogers once noted, "Even if you're on the right track, if you just sit there you'll get run over."

Given our commitment to providing educational opportunities that prepare tomorrow's professionals to optimally serve their professions, clients, and society, it is essential that curricula be designed at each level to effectuate this mission. Tomorrow's professionals must possess not only the traditional attributes—expertise, ethical sensibilities, and commitment to furthering professional and social values—but also the capacity to utilize contemporary technology, to apply and appreciate relevant findings and approaches of other disciplines, and to operate in a culturally diverse milieu.

Nova Southeastern's goal is to maintain and enhance the array of professional schools and concomitant programs required to fulfill its mission. It must support, enhance, and expand existing professional centers and, where appropriate, reorganize University components to facilitate synergy and enhance the education of professionals. We believe that education is not merely a means to an end, but is itself intrinsically valuable. Accordingly, the time spent at Nova Southeastern by students, faculty, and staff should be informative, exciting, and rewarding.

We welcome you in joining in our common mission of creating the best possible educational setting.

Ovid C. Lewis, J.S.D.

President

Nova Southeastern University

Dean's Message



Nova Southeastern University's School of Business and Entrepreneurship just does not talk about the need to transform business education—it lives it.

In an era when business schools are struggling to keep pace with the trends and challenges faced by the business world, we are leading the development of an integrated approach to leading and managing that will place our graduates at the forefront of management application and theory.

The School of Business and Entrepreneurship is focused on the creation of value for you and the organization for which you work. This theoretically-based, intuitive and pragmatic approach finally brings it all together to create leaders and managers who will have a holistic approach to life and work. Nova Southeastern University's **VALUE-DRIVEN MANAGEMENT** is a revolutionary approach to leading and managing that focuses on maximizing value over time. You will learn to balance your perspectives of world cultures, the U.S. and its subcultures, and what the customers, suppliers, third parties, employees, competitors, and owners of your organization value. You will learn how effective leaders and managers manage this juggling act and make good decisions that lead to positive results.

If you want to be at the cutting edge of management education that gets results for you and your organization in the 21st century, then the School of Business and Entrepreneurship is for you. Our professors bring a mix of research and practical business experience to the classroom. Our flexible delivery systems and high quality meet the needs of working professionals, full-time students, and organizations.

The School of Business and Entrepreneurship at Nova Southeastern University is committed to serving as your partner in the business world, preparing you to be strong competitors in this challenging marketplace. We want students who share our excitement about the future of leading and managing in the 21st century. Together, through this cutting-edge approach to management education, we will create the foundation of knowledge, skills, and experience on which you can build your future.

Randolph Pohlman, Ph.D.

Dean

School of Business and Entrepreneurship

Mission Statement

Nova Southeastern University is a dynamic, not-for-profit independent institution dedicated to providing high quality educational programs of distinction from pre-school through the professional and doctoral levels, as well as service to the community. Nova Southeastern University prepares students for lifelong learning and leadership roles in business and the professions. It offers academic programs at times convenient to students, employing innovative delivery systems and rich learning resources on campus and at distant sites. The University fosters inquiry, research, and creative professional activity, by uniting faculty and students in acquiring and applying knowledge in clinical, community, and professional settings.

Approved by the Board of Trustees March 24, 1997



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The School of Business and Entrepreneurship

The School of Business and Entrepreneurship houses major centers, institutes, and programs dealing with business and public administration. The concepts of value, entrepreneurship, innovation, and creativity dominate the curriculum of programs in accounting, business administration, health services administration, human resource management, international business, and public administration offered by the School. Degree programs of the School are at the master's and doctoral level. Nondegree programs in the various divisions, centers, and institutes enable the School to impact a wide range of organizational settings with practical programs. The Nova Southeastern University philosophy that the individual is the focus of the educational process is the hallmark of the School's offerings.

The Division of Public and Health Services Administration houses the Institute of Health Policy and Administration which offers the M.S./Health Services Administration Program, the Institute of Continuing Management Education for Health Care Professionals, and the Master of Public Administration Program. Degree and nondegree activities focus on the needs of the public and not-for-profit sector professionals, particularly those in the broad-based "safety net" arena. While most of the students enrolled in degree programs in this division are mid-career professionals, the division does enroll pre-career students and manages an internship program to provide some in-field practical experience to their academic studies.

The School's Master of Accounting Program offers a number of distinct career options in meeting the needs of accounting professionals: public accounting, tax accounting, and managerial accounting. The accounting program meets the advanced requirements of eligibility for sitting for the CPA and CMA exams.

Students enrolled in Nova Southeastern University's Shepard Broad Law Center may earn a joint degree in the Master of Business Administration Program of the School of Business and Entrepreneurship. The Joint J.D./M.B.A. at Nova Southeastern University is unique in that students may earn both degrees during a four-year period since they enroll in SBE courses on weekends during their second, third, and fourth years in the Law School. Students must meet all admissions requirements of the Law School prior to being admitted into the Joint J.D./M.B.A. program. Interested applicants should consult the Law School for details on admission to the Law School prior to applying to the School of Business and Entrepreneurship.

The School of Business and Entrepreneurship's major degree offerings at the master's and doctoral levels are administered through the Master's and Doctoral Divisions, respectively. Combined, these divisions are responsible for approximately 80 percent of the School's educational activities. The master's programs stress innovative learning processes and delivery systems for working professionals who wish to increase their managerial or professional effectiveness. While most of the students are adult students with some career experience, the School has a one-year day, campus-based M.B.A. program. The master's degree programs of the School of Business and Entrepreneurship include the following offerings:

- Master of Business Administration (M.B.A.)
- Master of Public Administration (M.P.A.)
- Master of Accounting (M.Acc.)

Master of International Business Administration (M.I.B.A.)
Master of Science in Health Services Administration (M.S./HSA)
Master of Science in Human Resource Management (M.S./HRM)

The structure and format of the master's programs permit students to concentrate their studies in a number of major areas depending upon their interest, background, and organizational needs. Areas of concentration or specialization include accounting, entrepreneurship, finance, health services administration, human resource management, international business administration, management information systems, marketing, medical management, and public administration.

The School's doctoral programs are designed for upper-level management and executive personnel in both the public and private sectors. The emphasis of the doctoral programs is strategic analysis, including problem solving and policy formulation. The school offers three distinctive doctoral programs emanating from a common decision-making base:

Doctorate in Business Administration (D.B.A.)
Doctorate in Public Administration (D.P.A.)
Doctorate in International Business Administration (D.I.B.A.)

The D.B.A. and D.P.A. programs are capstone programs for professionals who seek broader organizational understanding and influence. The research focus of the dissertation goes beyond the traditional aim of the Ph.D. thesis to the extent that students apply their research to current organizational challenges and opportunities and seek to implement their findings and solutions as they unfold in real time. Students in the D.B.A. program may elect a career option in addition to the classical management curriculum of the program. These career options are in the fields of accounting, finance, health services administration, human resource management, information technology management, international management, and marketing.

The D.I.B.A. program is designed for executive-level personnel in multinational corporations located in the United States and abroad, and offers an innovative format permitting these professional-level students to attend classes in intensive weeklong sessions as well as weekend classes monthly.

All of the programs offered by the School of Business are available on the campus of Nova Southeastern University in Fort Lauderdale, Florida, and many are also offered in field locations throughout Florida and the United States in a "cluster" format. A cluster is a group of 20 to 30 students pursuing similar degree objectives in an off-campus location. Nova Southeastern University is acknowledged as a leader in field-based programs. Two general types of academic clusters are the open cluster and the sponsored (corporate) cluster. The open cluster comprises students from a variety of backgrounds, experiences, and organizational settings. Open clusters in the master's programs generally focus on management studies, as opposed to any of the concentrations or specializations noted above, although these options are available should the cluster members agree upon a common major. The sponsored cluster comprises students who are generally employed in the same profession by a single employer or a consortium of employers in a "corporate" cluster, to the extent that a corporate training department or management group, such as a chapter of the National Management Association,

negotiates the terms of a contract to deliver the management program with a specified major at the commencement of the sponsored (corporate) cluster. Please contact the Director of Marketing and Program Development for additional information concerning either cluster format.

The School of Business currently operates open and sponsored clusters at the master's level in more than 25 locations and at the doctoral level in more than 15 locations throughout Florida, the United States, and internationally. All field-based clusters meet the same stringent accreditation requirements as on-campus programs. In addition, all clusters outside Florida are licensed in the states in which they operate. Nova Southeastern University clusters have been reviewed (including on-site visitation) by the Commission on Colleges of the Southern Association of Colleges and Schools, as well as by representatives of the other regional accrediting bodies, as appropriate.

Quality Reassurance

All of the programs and courses offered by the School of Business and Entrepreneurship are designed to meet the educational training needs of both students and organizations. Detailed course syllabi specifying behavioral objectives and learner outcomes serve to assure equivalent quality wherever programs are delivered—on campus in Fort Lauderdale or in field-based clusters.

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Memberships

- Florida Association of Colleges and Universities (FACU)
- Independent Colleges and Universities of Florida (ICUF)
- American Council on Education (ACE)
- College Entrance Examination Board (CEEB)
- Council of Graduate Schools of the United States (COGS)
- Commission on Recognition of Postsecondary Accreditation (CORPA)
- American Assembly of Collegiate Schools of Business (AACSB)
- Association of Collegiate Business Schools and Programs (ACBSP)
- National Association of Schools of Public Affairs and Administration (NASPAA)

Nova Southeastern University's programs leading to professional degrees in management at the graduate level have been recognized by the National Management Association (NMA), a nationwide professional management development organization with sponsorship by and membership in the nation's leading business and industrial corporations.



General Information on Graduate Programs

Acceptance Procedure

Students are admitted to the programs under the following classifications. First is full acceptance. This status is equivalent to fully matriculated or degree candidacy status and is awarded when all admission requirements are satisfied. Second is provisional acceptance. This status is given to students who have not yet satisfied all the admission requirements but have given evidence that all criteria can be met. Third is special student acceptance. This status is reserved for nondegree-seeking students. Students may take up to six credits as a special student. Students with this status must meet admission requirements one and two (see page 18) to be considered for special student status. Fourth is conditional acceptance. This status is reserved for students who fall below the minimum quantitative admission criteria but have demonstrated a pattern of professional achievement, including the ability to assume increased responsibility during their careers. Students are admitted under conditional status at the discretion of the program director. Enrollment in and satisfactory completion of courses do not guarantee admission to any program.

Students will be notified in writing of the status under which they may enroll in classes. Upon completion of all admission requirements and where applicable, fulfillment of conditional matriculation requirements, notification of full acceptance will be given in writing. Failure to meet any full admission requirements may result in suspension of the privilege to enroll in classes, at the discretion of the graduate admissions committee.

I-20

The I-20 may be issued only upon completion of all admissions requirements. In addition, they must be enrolled in six credits per term in order to maintain their I-20 status. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. International students who intend to reside in the United States and who are required to obtain an I-20 are required to attend the Campus in Fort Lauderdale, Florida. For further information contact the International Student Advisor, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796, or telephone (954) 262-7240 or toll free 800-541-6682, Ext. 7240.

Foundation Course Satisfaction

Those students who must complete program foundation courses as a condition for receiving degree candidacy status may enter their program of study on a provisional or conditional basis; however, they may not enroll for any graduate program course that has a specific knowledge prerequisite associated with it until such prerequisite courses are completed. Foundation courses must be satisfied prior to admission to degree candidacy in the program. Students are required to complete all foundation course work within two to three terms of entering their graduate programs of study. See pages 21 or 58 for specific foundation course work at the master's and doctoral levels respectively.

Students have three options for satisfying a program foundation or prerequisite course:

(1) they may take the required course through Nova Southeastern University or another accredited institution with prior course approval in writing by the School; (2) they may successfully complete a proficiency examination administered by a testing organization that

has a national recognition such as CLEP, LOMA or USAFI; or (3) they may successfully complete a proficiency examination administered by the School. Enrollment in a foundation course is permitted concurrent with enrollment in graduate course work provided such enrollment is not in courses dependent upon specific knowledge prerequisites. For example, a student may enroll in an accounting foundation course while taking graduate courses in human resources, economics, or marketing since the accounting foundation course does not serve as a prerequisite for any of these courses. NOTE: foundation course credits appear on the student's transcript but do not apply toward the master's degree, per se, and do not figure into the computation of the student's graduate grade point average.

Transfer Policy

The University will accept as transfer credit up to the equivalent of two courses (six semester credits or two quarter credits) taken at the master's level, or two courses (eight semester credits) taken at the doctoral level (with grades of not less than B) from another regionally accredited institution, provided the courses have not been applied toward another degree, the course content and credits are the equivalent of courses offered in the student's program, and the courses have been taken within the five-year period prior to matriculation. Applications for approval of transfer credits must be made in writing to the program office at the time of application. Students may not transfer credits taken after the date of their first matriculation in any SBE graduate program. Credits earned at Nova Southeastern University are transferable only at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

Admissions Appeal Procedure

Any student who is denied admission has the right to appeal the decision, in writing, to the Graduate Admissions Committee. The student will be notified by the Graduate Admissions Committee when a decision has been reached. Please direct all correspondence to:

Nova Southeastern University
School of Business and Entrepreneurship
Director of Master's Programs or Director of Doctoral Programs
(whichever may be applicable)
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315-3025

Grading and Academic Probation Policies

Students will receive transcripts following each term in which they register for classes. This transcript will indicate the current status of grades and earned semester hours for all courses completed and/or attempted.

Students are required to maintain a cumulative grade point average (GPA) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation for two terms. If probation is not removed at the end of two terms, the student may be suspended from the program. For veterans and other persons eligible for Veterans Administration (VA) benefits, failure to remove probation by the end of six months will result in the loss of eligibility for VA benefits. A student may petition for reinstatement in the program after a period of two terms, explaining the reasons why academic potential has improved. At that time the student will speak with an advisor and the reinstated petition will be considered. Reinstated students are subject to all current program policies and degree requirements and will be required to retake courses in which substandard grades were earned

in order to regain good academic standing, i.e., a 3.0 GPA. Retaking courses does not remove the previous course entry on the student's official transcript, but the highest grade earned in the course will be computed as part of the GPA, thus enabling the student to improve his or her grade point average.

Students who have reason to believe that there has been an error in assigning a grade in a course may formally protest and invoke the grade appeal procedure (below). Students are permitted to retake (at full tuition cost) at their own expense any course in which a grade of C+ or lower has been earned, whether or not they have been placed on academic probation as a result of such a grade.

Grading System

The grading system for graduate programs is as follows:

GRADE		QUALITY POINTS
A	Excellent	4.0
B+	Very Good	3.5
B	Good	3.0
C+	Acceptable	2.5
C	Poor	2.0
F	Failure	0.0
I	Incomplete	Given when more than half of all course work has been completed. Must be requested from the instructor. An incomplete grade contract must be executed and signed by student, instructor, and program director. Students have one term to complete an incomplete.
IF	Incomplete Failure	Given when a student fails to satisfy an incomplete contract within the designated time frame or when an incomplete contract has not been signed.
W	Withdrawal	Given after the first weekend of class at the request of the student for any reason or by the instructor when outstanding work is not submitted by the student and the student has not requested an Incomplete.
WU	University Withdrawal	Given for non-performance or when a student has been dismissed from the University.
P	Pass	0.0

Academic Standards

Students are required to maintain a cumulative grade point average (GPA) of 3.0 for the duration of their course of study. Any student who fails to maintain a 3.0 will be placed on academic probation and must raise their GPA within one term to remain in good standing. Students who have GPA's remaining below 3.0 for two consecutive terms or whose academic record includes more than two grades of C or below (C, I, F) will be dismissed from the program.

Students who earned a C, I, or an F in any course may retake the course to earn a higher grade. Only the higher grade will be calculated in the GPA; however, the original grade will remain on the record as a matter of information. The only courses which may be repeated for credit are those which result in grades of C, W, WU, I, or F.

A student who is passing a course, has completed more than half of the required work, and is unable to finish because of exceptional circumstances, must request a written incomplete grade contract from the instructor and receive a grade of "I." The "I" is not used in computing a student's grade point average, but will revert to an "IF" (incomplete failure) should the student fail to complete the course requirements within one term, or less than one term if specified in the incomplete grade contract. An IF will calculate into the GPA as an F and will be treated as such.

Dismissals may be appealed in writing to the Director of Student Services provided the appeal is received within 30 days of the date of dismissal.

These standards are effective October 1, 1997, and apply to all students regardless of first date of enrollment. Grades received prior to October 1, 1997 are not effected by this policy.

Graduation Requirements

To be eligible for graduation, students must fulfill the following requirements:

1. Completion of all admission requirements;
2. Satisfaction of all program foundation courses;
3. Maintenance of a minimum 3.0 cumulative GPA for course work taken (includes prerequisite courses at the doctoral level);
4. Completion of all required course work, seminars, and workshop(s);
5. Satisfactory completion of either the master's project, master's thesis, Internship, or Value Integration course.
6. Successful completion of comprehensive examination (doctoral).
7. Satisfaction of program publication requirement (doctoral).
8. Completion and successful defense of doctoral dissertation.
9. Payment of all tuition/fees.

Student Grievance Procedure

The purpose of this procedure is to promote the orderly resolution of problems arising out of student complaint concerning actions of the School of Business and Entrepreneurship. Students and faculty are encouraged to informally resolve disputes prior to instituting a formal grievance.

- A. Any student who has a grievance shall file such a grievance in writing within 30 days to the Associate Dean of Academic Affairs. The written grievance will contain a short and concise statement of all relevant facts and the relief sought.
- B. Upon receipt of a written grievance, the Associate Dean of Academic Affairs shall request proof supporting the grievance and request a reply/response with supporting evidence from the party/department the complaint is against. An administrative Review Panel appointed by the Associate Dean of Academic Affairs will review the grievance and evidence to determine whether the grievance presents a complaint upon which action should be taken. If the grievance is found to have no basis, to be insubstantial or wholly a question of academic discretion, the grievance shall be dismissed without further action. The student will be advised in writing as to whether the grievance was dismissed, or whether additional action will be taken.

1. If the Administrative Review Panel decides that further inquiry should be made, then the Associate Dean of Academic Affairs may invoke one of the following procedures:
 - a. Informal Resolution Procedure: The Associate Dean of Academic Affairs may informally meet with all parties and try to resolve the issue(s) raised.
 - b. Formal Resolution Procedure: If the Associate Dean of Academic Affairs is unable to informally resolve the issue, then a Grievance Committee will be convened to make a final determination of the issue(s).
2. The Grievance Committee shall consist of three members. One member shall be a member of the full-time faculty of the School of Business and Entrepreneurship. One member shall be an administrator in the School of Business and Entrepreneurship. One member shall be either an alumna or alumnus or a currently enrolled student from the program of the student filing the grievance.
3. The parties will attend the Grievance Hearing before the panel at which time both parties shall submit their evidence and arguments concerning the matter. The parties shall be notified of the time, date, and place of the hearing. All hearings shall be conducted on the Main Campus during normal working hours. There will be no meeting of the Committee unless an active appeal has been filed in accordance with this procedure.

The Grievance Committee Hearing shall be subject to the following procedures:

- a. The Committee shall have no right to modify, add to, or subtract from this grievance procedure.
 - b. A majority vote of the committee shall be determinative.
 - c. In the case of grade appeal or other appeals dealing directly with a student's academic performance, the committee may not substitute its judgment for the qualitative academic decision of the faculty member rendering the grade or assessing the student's work.
 - d. The Committee may not address sanctions which are wholly within the academic probation or student misconduct policies of the SBE.
 - e. The Committee shall render its decision in writing to all parties involved.
 - f. The Committee shall be obliged to render a decision within fourteen (14) calendar days following the close of the hearing.
4. The decision of the Committee shall be final and binding. Any student filing a grievance shall be notified of the Committee decision by certified mail to their last official address. Any suit filed to challenge a procedure or determination under these proceedings, shall be filed in a court of competent jurisdiction in Broward County Florida and the laws of the State of Florida shall apply.*

*Arizona residents enrolled in programs delivered in part in the State of Arizona are further protected as follows:

"If the complaint can not be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Postsecondary Education. The student must contact the State Board for further details."

Plagiarism and Other Forms of Misconduct

Webster defines plagiarism as the stealing or passing off the ideas or words of another as one's own; use, without crediting the source; to commit literary theft; to present as new and original an idea or product derived from an existing source. NSU students sign a statement verifying the authenticity of authorship with each written assignment. Plagiarism is not acceptable, so care must be taken to credit any sources in your term papers and dissertation. Learn the *APA Style Manual* early, for it provides guidance as to how to credit sources.

Collaboration on examinations or assignments that are expected to be individual work is another form of unacceptable conduct. Such cheating is unacceptable, as is behavior that is flagrantly disruptive to the effective conduct of the program, behavior that is clearly unprofessional or unethical, or that reflects adversely on the NSU program or the professional community, or that violates the general understanding of the proper conduct for graduate students. Violations may result in suspension or dismissal from the program.

Misconduct may include the following types of activities:

1. Plagiarism
2. Collaboration on examinations or assignments expected to be individual work
3. Use of any source to prepare program work without specific attribution (as a general rule, analysis is to be the participant's own work; data may be used that are collected with the help of others, if properly acknowledged)
4. Cheating (giving or receiving help during examinations, transmitting examination questions to other participants, or falsifying any records including assessments and admissions materials)
5. Behavior that is flagrantly disruptive to the effective operation of the program
6. Behavior that is clearly unprofessional or unethical or that reflects adversely on the Nova Southeastern program or the professional community
7. Behavior that violates the general understanding of the proper conduct for graduate students.

Procedures for Resolving Allegations of Student Misconduct

The procedure for the disposition of allegations of misconduct follows:

- Step One: Written allegations are submitted to the relevant program director by a faculty member, administrative staff member, or student. The allegations should be in writing and contain all pertinent facts, evidence, and witnesses.
- Step Two: The program director will notify the accused student, in a timely manner, in writing that an inquiry will be undertaken and will specify the nature of the allegation.
- Step Three: The program director will appoint a committee consisting of a faculty member, an administrator or staff person, and a student.
- Step Four: The committee will assemble all pertinent documentary evidence, written statements from witnesses, and a written statement from the accused student in response to the allegation.

- Step Five: The accused student may request in a timely manner a hearing before the Committee. The hearing is informal. The student may present evidence, question witnesses, and rebut evidence. A written report will be made of any hearing. The burden of proof will be on the party making the allegations. The standard of proof will be "substantial evidence;" that is, whether it is reasonable to conclude from the evidence submitted that the student did commit the violation.
- Step Six: The committee will examine all the evidence, determine the facts, apply the policy to the facts, and will render a decision as to the student's culpability, or lack thereof, and if culpable, the degree of culpability.
- Step Seven: The committee's findings and decision will be submitted to the accused student's program director who will either dismiss the case or will impose an appropriate penalty. The program director's decision will be presented to the student in a timely manner.
- Step Eight: The sanctioned student will be informed in writing of the right to appeal in a timely manner the decision of the committee and/or the penalty imposed by the program director to the dean. The sanctioned student will be entitled to access the record and will be allowed to rebut in writing the findings/conclusions of the committee and decision by the program director.
- Step Nine: The Associate Dean of Academic Affairs will examine the entire record to determine whether the evidence was sufficient and the penalty was appropriate.
- Step Ten: The decision of the Associate Dean of Academic Affairs will be considered final, and the student will not be given any further opportunity to appeal within the University system, unless such appeal is explicitly conferred by the University.

The School of Business and Entrepreneurship will not guarantee a student the right to continue attending classes pending the outcome of further legal processes.

Advising

All required paperwork for admission to the programs may be processed through the mail. Advising is strongly recommended but not mandatory. During the advising process, prospective students will be told which requirements for acceptance are lacking, and a tentative schedule for the entire program will be prepared. Thereafter, registration for each new term is routine and may be submitted through the mail. As long as there are no changes in the original proposed schedule, it will not be necessary to see an advisor, but one is assigned to each student upon acceptance. An advisor can be seen anytime by scheduled appointment. During the registration period for each term, advisors are available on a full-time basis. Students must obtain course syllabi on-line through the SBE Web site and purchase books at the time of registration in order to be prepared for their first classes. An advisor must be seen if courses are taken in a sequence different from the required one. Please call the Office of Student Services, toll free 800-672-7223, for an appointment with a graduate student advisor or additional information.

Student Fees**

Application Fee	\$	50
Interrupted Studies Fee	\$	50
Registration Fee (per term master's)	\$	20
Registration Fee (per term doctoral)	\$	25
Late Registration Fee I (master's)	\$	15
Late Registration Fee II (master's)	\$	50

Late Registration Fee III (master's)	\$ 100
Late Registration Fee (doctoral)	\$ 25
Reinstatement Fee (master's)	\$ 50
Reinstatement Fee (doctoral)	\$ 100
Graduation Fee (excluding cap and gown)	\$ 65
Student Activity Fee (per term on-campus students only)	\$ 10
Prerequisite Challenge Exams	\$ 50
Tuition: M.P.A. and M.S./HSA Foundation Courses	\$ 250
Tuition: Video Prerequisite Courses	\$ 375
Tuition: M.Acc. Foundation Courses (per credit)	\$ 425
Tuition: M.B.A., M.S./HRM, M.S./HSA, M.I.B.A., M.Acc. (per credit)	\$ 425
Tuition: M.P.A. (per credit)	\$ 270
Value Integration Fee	\$ 150
Tuition: Doctoral (per credit)	\$ 550 *
Online Communications and Internet Competency (CSA 6072)	\$ 50
Seminar/Workshop Fees (in addition to tuition)	
Business and Public Policy Seminar	\$ 150
Professional Studies Workshop	\$ 50
Dissertation Continuation Fee (per term)	\$ 1,100
Comprehensive Examination Fee	\$ 50

* Tuition rate valid through August 31, 2000.

** Tuition and fees are subject to change without notice.

In order to avoid confusion on the matter of fees, students are invited to discuss the matter with an advisor in the Office of Student Services. The Late Registration Fee is charged any time payment is received by the school after the closing date for regular registration. The Interrupted Studies Fee is charged to students who do not register for course work for two terms and are therefore removed from the active student roll. The Reinstatement Fee is a charge to reactivate students who have not enrolled in courses for one year or longer who seek readmission to the program. Payment of this fee does not guarantee reinstatement.

The seminar and workshop fees are assessed to defray nonacademic expenses associated with the delivery of these course activities. These include such items as logistical support of students and occasionally program-related materials typically not covered by tuition.

Student fees are due and payable at the beginning of each term. In the event extreme circumstances necessitate the deferment of partial tuition, the student must contact the advisor to make individual arrangements. The Office of Student Services will assist students in any manner possible to facilitate the processing of financial aid papers.

Financial Aid

Nova Southeastern University offers a comprehensive program of financial aid to assist students in meeting educational expenses. Financial aid is available to help cover direct educational costs such as tuition, fees, and books, as well as indirect educational expenses such as food, clothing, and transportation. The primary responsibility for paying for education rests with the student and his or her family. Financial aid is available to "fill the gap" between the cost of education and the amount the family can reasonably be expected to contribute.

In order to qualify and remain eligible for financial aid, students must be: accepted for admission into a University program; eligible for continued enrollment; a United States citizen, national or permanent resident; and making satisfactory academic progress toward a stated

educational objective in accordance with the University's policy on satisfactory progress for financial aid recipients.

For information on sources of aid and for application forms, please contact:

Nova Southeastern University
Office of Student Financial Aid
3301 College Avenue, Parker Building
Fort Lauderdale, Florida 33314-7796
(954) 262-3380
Dade County: (305) 940-6447, Ext. 7410
Toll free: 800-522-3243

VA Benefits

All degree programs described in this catalog are approved for the training of veterans and other eligible persons by the Bureau of State Approval for Veteran's Training, Florida Department of Veteran's Affairs. Eligible veterans and veterans dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796 or telephone (954) 262-7241, toll free 800-541-6682, Ext. 7241.

Veterans Benefits Information

Satisfactory Progress: Students receiving veterans' benefits are required to maintain satisfactory progress at all times while they are enrolled at Nova Southeastern University. The Nova Southeastern University VA representative has a duty to report to the Veterans Administration unsatisfactory progress of any student receiving veterans' educational benefits.

In this regard, it is the responsibility of the student to report to the VA representative any or all changes in his or her enrollment status, as those changes may affect the receipt and/or amount of benefits. It must be noted that if a student receives and accepts benefits to which he or she is not entitled, that person may be subject to liability for repayment in addition to possible criminal penalties.

Nonpunitive Grades: The law prohibits the payment of veterans' benefits for a course from which a student withdraws, receives an incomplete grade (see below), or completes but receives a grade for the course that is not used in computing requirements for graduation. At Nova Southeastern University, these grades include: I-Incomplete, NG-No Grade, AU-Audit, IW-Incomplete Withdrawal, and W-Withdrawal. If a student receives one or more of these grades and veterans' benefits have already been paid, the student will be required to make repayment to the Veterans Administration.

In keeping with Nova Southeastern University policy, the student will have a prescribed time within which the I must be removed and a satisfactory grade entered in its place to receive credit. The student should consult the program catalog to determine the specific amount of time allowed to make up an I grade. If the I is not removed within that time, the grade will be reported to the Veterans Administration Regional Office with the possible consequences described above.

Veterans' Course Withdrawal (Drop/Add): Each time a veteran withdraws from or adds a course, he or she must notify the Nova Southeastern University VA representative. Changing the number of credits will, in many cases, affect a student's rate of pay. In order to avoid an overpayment (which will have to be repaid), it is in the student's best interest to make proper notification.

Attendance: Any student attending Nova Southeastern University while receiving veterans' benefits is required to attend classes regularly. In the event a student is administratively withdrawn from a program because of poor attendance, the Veterans Administration Regional Office will be notified and the student's benefits will be terminated. In addition, the student will be liable for any overpayment as a result of unsatisfactory attendance.

Transcripts/Credit for Prior Training: Regulations require Nova Southeastern University to evaluate a student's prior credit received at other institutions in order to determine if transfer credit will be given. In this regard, it is in the student's best interest promptly to provide the program office with ALL transcripts of work previously completed. This will ensure that prior credit is evaluated quickly. This will avoid delay in processing veterans' benefits.

Faculty

The full-time faculty of the School of Business and Entrepreneurship is augmented by outstanding national lecturers. National lecturers are selected based upon qualifications in teaching, research, publications, and consulting. The core of full-time faculty maintain offices at the SBE/NSU East Campus, 3100 SW 9th Avenue in Fort Lauderdale. Criteria for the selection of full-time faculty include teaching effectiveness, field experience, research and publication, and the programmatic needs of the school. Some of our faculty have worked with the school's programs since initiation, providing experience and continuity to the programs. Those interested in knowing about the faculty may contact the program office; resumes for all faculty members are available.

Class Cancellations

Classes with insufficient enrollments are subject to cancellation.

NSU Letterhead and Other Official Attribution

NSU does not authorize the use of its letterhead, or specifically endorse survey and research efforts unless these efforts have been reviewed, coordinated, and approved by the University staff. Accordingly, students are not authorized to use NSU letterhead, or other logos that imply University endorsement, without written authorization from the Program Office.

Telecommunications Through the SBE Online Academic Computing System

Students are required to use the NSU SBE online academic computing system, and are encouraged to use other electronic resources during their course work. Students, faculty, and administrators are linked electronically through the SBE online academic computing system. The system offers opportunities for electronic mail, as well as access to many library facilities and discussion groups through the Internet system. While students are currently provided NSU SBE online academic computing system accounts at no direct cost, an additional fee to access certain NSU resources, including the Internet, may apply.

Through teleconferencing and electronic mail, students and faculty need not limit their intellectual interaction to the classroom. The learning environment truly becomes boundless in a temporal and spatial sense. The computer and its sophisticated operating systems are employed as part of the medium of education. The ability to manipulate and process data and other information files, disseminate findings widely to affected peers, and collaborate through interactive computer systems has become an invaluable tool for the problem solver and decision maker at the highest levels of American business and government.

The School of Business and Entrepreneurship can provide detailed information and assistance in the use of the UNIX system and selection of your own PC, should you not yet own one.

Credential File Services

Nova Southeastern University operates a credential file service for its graduates. To utilize this service, graduates can request additional information and the required application material from Credentials, Nova Southeastern University Alumni Office, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796.

Placement Office

Nova Southeastern University operates a placement office for NSU graduates. In order to utilize the placement service, students must submit an updated resume to the Career Resource Center upon graduation. This service is available to its graduates as a lifetime benefit of Nova Southeastern University. The placement office also requires the completion of separate paperwork for membership in the National Alumni Association. Please note that attainment of a degree does not guarantee job placement. For further information, contact the Career Resource Center at (954) 262-7201.

Housing/Food Service

Located on the Main Campus is the Davie Living Complex, three buildings of 90 one- and two-bedroom unfurnished apartments are available for graduate and married students. In addition, there is a five-story building of 90 furnished apartments available for undergraduate and other students. Apartments are leased on an annual basis. Monthly rental includes utilities and central air conditioning. Rates will be furnished when accommodations are offered. A full service cafeteria is located in the Rosenthal Student Center. Various meal plans may be purchased.

Students are invited to obtain further information from: Housing Office, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796. Housing is limited by program and availability. Applications for housing for the fall term should be submitted prior to May 31.

Parking

Student parking is available free of charge on both the Main and East Campuses. No special permits are required.

The Master's Division

The educational emphasis of the master's division of the School of Business and Entrepreneurship is on general management skills and technologies designed to meet the professional needs of a broad range of profiles, from entry-level students who have little or no work experience to middle- and upper-level management personnel. Specialized programs, such as the Master of Accounting and the Master of Science in Health Services Administration, tend to be oriented to specific field skills within the disciplines of accounting, health services, and social work, respectively, rather than management per se. A major concern of the management programs is with the human resources dimension of management in the context of business, public, and not-for-profit organizational milieus of students. The design of the curriculum recognizes the significant common elements of management in complex organizations in all sectors of society through a common core of courses, as well as the singular concerns of these sectors through specialized course work and major field concentrations, including financial services management.

The master's programs serve more than 1,500 students in on-campus and field-based cluster locations throughout Florida and the United States, Canada, Panama, and the Caribbean. Nova Southeastern University takes the talents of its campus-based and national faculty to working professionals, giving them the opportunity to upgrade managerial skills while increasing overall organizational effectiveness and values as a result of advanced management and skills education.

General Information on Master's Programs

Master's Programs Curriculum Overview

Curricula in the various master's programs offered by the School are designed to meet the educational and professional development needs of post-job entry and pre-career students. The capstone of several programs is a four-credit applied analytical research project (master's project), internship, or a four-credit Value Integration course. Brief course descriptions are included in a later section of this catalog.

Course Offerings

Required courses are offered routinely on a sequential basis. Students are advised to take required courses in the recommended order to ensure satisfaction of advance course prerequisites and uninterrupted matriculation.

Program Schedule—One-Year Day M.B.A. only

The program format consists of four terms per year, commencing in October, January, April, and July. Students may enter the program in the October or January terms. Students may elect to join the program in April or July, however, they may be required to enroll in weekend classes. Students may always choose to enroll in some classes scheduled on weekends. The weekend classes will include adult, working professional students who are pursuing graduate degrees on a part-time basis.

The integration of both pre-career and working professional students in some classes will greatly enhance the understanding of the practical aspects of business and management courses. One-Year Day M.B.A. students will also be required to fulfill an internship requirement during the course of study in order to gain further insight into the practical nature of business, or undertake a major master's research project at the end of their program to earn the required four credits.

Program Length—One-Year Day M.B.A. Only

While students will be able to complete their entire program in one calendar year, they are not required to do so. One-Year Day M.B.A. students must meet all academic prerequisites for their M.B.A. degree and, if selected, fulfill the internship requirement (four credits total—one credit per term for at least four terms, or two credits per term for two terms). Those students who elect to undertake the major master's thesis are required to declare the project topic during the final term of the M.B.A. program. The final research project will be due no later than six months after all course requirements have been satisfied. The Program Director approves all master's thesis topics.

Master's Project—Weekend Programs Only (excluding Master of Accounting)

Students have the option of writing a master's project at the conclusion of the required program of study. The master's project requires the student to register for GMP 5100, which carries four (4) credit hours.

Students will be permitted to register for GMP 5100 only after they have completed all required course work, have satisfied all other program requirements, and have a cumulative grade point average of 3.0 or higher.

Written guidelines are provided to the student upon request. The guidelines must be strictly adhered to for proper completion and submission of the master's project to the department.

Master's Project/Value Integration Course Option—Weekend Programs

Students may elect to enroll in a four-credit Value Integration course in lieu of submitting a master's project. Value Integration is conducted on the East Campus only. Currently the course is scheduled periodically throughout the year. Each course offering covers a five-day period. Pre-class assignments are required. Eligibility for participating in the course is based on the following:

1. A student must be fully matriculated, having satisfied all program admission requirements, and be in good standing regarding academic performance and University finances.
2. A student must have completed all courses toward his or her degree prior to enrolling.
3. A student must satisfy specific pre-class assignments.

Master's Thesis—One-Year Day M.B.A. and M.I.B.A. Programs

Students may elect to write a four-credit Master's Thesis at the conclusion of the required program of study, in lieu of participating in an Internship Program. The thesis requires the student to register for GMP 5101, which carries four (4) credit hours. Students will be permitted to register for GMP 5101 only after they have completed required course work, have satisfied all other program requirements, and have a cumulative grade point average of 3.0 or higher.

Written guidelines are provided to the student by the Program Office upon request. The guidelines must be strictly adhered to for the proper completion and submission of the Master's Thesis to the Master's Program Office. The student has a total of six (6) months to complete the Master's Thesis.

Internship Program (M.S./HSA, M.P.A., and M.I.B.A. programs)

Each internship credit hour requires a minimum of 60 hours of field work, periodic group seminars, and a written project. Therefore, a completed Internship Program consists of 240 hours of course work.

Internship Program—One-Year Day M.B.A. Program

One-Year Day M.B.A. students may choose to complete a four (4) credit formal Internship Program in lieu of the Master's Thesis. The Internship Program offers the opportunity to apply business concepts and principles, which have been learned in class, to the business sector. Student participation in GMP 5108, the Internship Program, can be pursued as an ongoing project during the completion of the One-Year Day M.B.A. Program. Written administrative guidelines are provided to the student by the internship program director. The guidelines must be adhered to for the proper completion of the Internship Program. Furthermore, students will interact with executives and entrepreneurs by attending an Executive Forum Series. This Series will provide invaluable insight into the successes and failures of top executives and entrepreneurs. Following the discussions, a question/answer session will follow in addition to a journal submission by the student.

Program Schedule—excluding One-Year Day M.B.A.

- The programs utilize the nontraditional weekend format with class meetings on Friday evenings and Saturdays.
- Classes are scheduled in 13-week terms, with each course meeting every second or third weekend.
- Students frequently enroll in two courses per term. The entire degree program may be completed in as few as 18 months.
- Courses are scheduled on a rotating basis, enabling new students to enter the program in any of the four terms of instruction scheduled each year (East Campus only). Cluster students may enter the program in the first or second terms.

Master's Admission Requirements

The goal of the admission process is to identify candidates who exhibit high potential for success in the business environment. Applicants are evaluated on the basis of demonstrated academic achievement as evidenced by their undergraduate GPA in the form of official undergraduate transcripts, official score on the Graduate Management Admission Test (GMAT)** or Graduate Record Examination (GRE)** if applicable, and their professional experience as described in the application.

Admission requirements for applicants wishing to matriculate in any master's program offered by the School of Business and Entrepreneurship are listed below.

- 1. Submit a graduate admission application form, completely filled out, with a nonrefundable application fee.**

** Applicants who are required to submit a GMAT or GRE score should refer to the listing at the end of the master's admission section titled "Degree specific test requirements." The GRE score is based on the sum of the verbal and quantitative section scores.

2. **Provide official transcripts in English of previous college work, received directly from each institution attended. If transcripts were issued under a previous name, please attach a note to your application indicating this. Unofficial transcripts may be initially submitted to attain provisional acceptance. Transcripts and all information concerning admission to the program should be sent to: Nova Southeastern University, Office of Student Services, School of Business and Entrepreneurship, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.**
3. **Own or have access to a personal computer and modem, that can be used to complete course work, and have a fundamental understanding of computers.**

Provisional acceptance may be granted for 45 days by submitting copies of college transcripts showing the degree conferred (official transcripts must be received within 45 days of application) and/or examinee copy of score report from the GMAT, GRE, or TOEFL (official score report must be received within 45 days of application). Students with provisional acceptance may register for one term. Registration for future terms is contingent upon receipt of the above documents.

In addition to items 1, 2, and 3 above, the following criteria also apply. The program director reserves the right to request additional information from the applicant.

Graduates of regionally accredited institutions:

Applicants with an undergraduate degree from a regionally accredited institution will be considered for admission with:

- A GPA of 2.5 or greater overall (or in the last 60 hours) on a 4.0 scale **OR**
- A GMAT score of 400 or greater** (or GRE score of 890 or greater**)

Applicants whose undergraduate GPA is greater than or equal to 2.25 but less than 2.5 from a regionally accredited institution and GMAT** score ranges from 390 to 400 (or GRE score ranges from 870 to 890**) will be considered for admission with:

- A score of 400 or greater on the professional portfolio* **AND**
- A career essay *

Applicants whose undergraduate GPA is less than 2.25 and GMAT score is less than 400 (or GRE score is less than 890**) are encouraged to take the appropriate steps to raise their GPA and/or test score to be considered for admission.

Applicants may be eligible for admission through *corporate sponsorship*. Corporate sponsorship means the applicant has been identified as eligible for reimbursement and is recommended for management level development through the SBE's master's programs by the sponsoring company. A letter on company stationery verifying corporate sponsorship, signed by the corporate tuition benefits officer or appropriate human resources official, must accompany the application.

Applicants with a master's degree from a regionally accredited institution or a foreign degree that is equivalent (a professional evaluation may be required) will be considered for admission on the basis of an official transcript showing the degree conferred.

*Instructions will be provided upon receipt of application.

** Applicants who are required to submit a GMAT or GRE score should refer to the listing at the end of the master's admission section titled "Degree specific test requirements." The GRE score is based on the sum of the verbal and quantitative section scores.

Graduates of nonregionally accredited institutions:

Applicants with an undergraduate GPA of 2.5 or greater on a 4.0 scale from nonregionally accredited institutions and a GMAT** score greater than 400 (or GRE score greater than 890**) must submit a career essay* to be considered for admission.

Applicants whose undergraduate GPA is less than 2.5 and GMAT score is less than 400 (or GRE score is less than 890**) are encouraged to take the appropriate steps to raise their GPA and test score to be considered for admission.

Graduates of foreign institutions:

Applicants with undergraduate degrees from a foreign institution may be considered for admission with:

- Determination that the degree is equivalent to a U.S. baccalaureate degree (a professional evaluation may be required) **AND**
- Determination that the GPA is 2.5 or greater on a 4.0 scale (a professional evaluation may be required) **OR**
- A GMAT** score of 400 or greater (or a GRE score of 890 or greater**)

For applicants whose degree program was conducted in a language other than English, the following also must be submitted:

- A Test of English as a Foreign Language (TOEFL) official score of 550 or greater or equivalent as outlined below **AND**
- A career essay*

While an official TOEFL score of at least 550 is required to be considered for admission, applicants scoring from 500 to 549 will be asked to retake the TOEFL or enroll in the Intensive English course. Offered in the fall and winter terms on the Fort Lauderdale campus only, the course is designed to increase the student's understanding of written and spoken English. At the end of the course, students are required to pass the comprehensive examination. Students who pass the comprehensive examination are not required to retake the TOEFL. The TOEFL may be waived at the discretion of the program director for applicants satisfying a personal interview requirement or who have successfully completed university degree programs conducted in English.

Applicants whose undergraduate GPA is less than 2.5 and GMAT score is less than 400 (or GRE score is less than 890**) are encouraged to take the appropriate steps to raise their GPA and test score to be considered for admission.

*Instructions will be provided upon receipt of application.

** Applicants who are required to submit a GMAT or GRE score should refer to the listing at the end of the master's admission section titled "Degree specific test requirements." The GRE score is based on the sum of the verbal and quantitative section scores.

Degree specific test requirements:

Information regarding the GMAT or GRE can be obtained from Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103 (GMAT) or P.O. Box 6000, Princeton, NJ 08541-6000 (GRE).

Master of Business Administration—GMAT

Master of Accounting—GMAT

Master of International Business Administration—GMAT

Master of Public Administration—GMAT or GRE

Master of Science in Human Resource Management—GMAT or GRE

Master of Science in Health Services Administration—GMAT or GRE

Test scores that date more than five years prior to the date of program application are not valid.

Foundation Course Satisfaction

Specific degree-related foundation course work must be satisfied before a student can receive full matriculant status. New students are required to complete this course work within two to three terms of entering their degree program. Each student receives a detailed listing of foundation course requirements at the time he or she receives provisional acceptance to his or her program. Satisfactory completion of Foundation courses requires grades of C or better.

M.B.A.—financial accounting, macroeconomics, marketing, principles of finance, business statistics

M.I.B.A.—financial accounting, macroeconomics, principles of finance, principles of management

M.P.A.—American government, macroeconomics, public budgeting/accounting, business statistics (all prerequisites are built into the program)

M.S./HRM—human resource management, psychology, business statistics

M.S./HSA—financial accounting, principles of finance, statistics, (all prerequisites are built into the program)

M.Acc.—A. a concentration in accounting at the undergraduate level or the following undergraduate course sequences: principles of accounting, intermediate accounting I and II, cost accounting, advanced accounting*

B. have a basic understanding of elementary statistics, data processing, and mathematics

*For students who wish to enter the Master of Accounting Program and who meet all of the admission requirements except item A above, NSU offers a special sequence of courses designed to meet that requirement. Call the program office for details, 800-672-7223.

Active Status, Interrupted Studies, and Reinstatement

Students are considered actively engaged in graduate study if they are enrolled in one or more graduate or foundation courses at Nova Southeastern in a given term. Students who interrupt their studies for two to four terms (6 to 12 months) are considered inactive. Students reentering the program during this period are charged an administrative fee (the interrupted studies fee of \$50) to reactivate their status. All current requirements for the degree program in which they are reactivated will be in effect.

Students who remain inactive for more than one year, that is, more than four consecutive registration periods, will be considered dropped from the program. Students are given a total of five years from the time of admission to complete their master's degree and therefore may seek reinstatement any time prior to the lapse of that total time period. An administrative fee (the reinstatement fee of \$50) is charged. The student's record at Nova Southeastern is evaluated. The student will be required to meet the standards for admission, matriculation, and graduation currently in effect at the time of reinstatement. Students must submit their application for reinstatement with the reinstatement fee, which is nonrefundable and which does not guarantee reinstatement. Denials of reinstatement occur primarily in cases where the student left the program while on academic probation and where the administration believes the student will not be able to overcome his or her academic deficiencies.

Attendance Policy

Students must attend classes on a regular basis. Students must clear any anticipated absences with instructors (or the program office, if an instructor is not available) in advance. Additional work may be required by an instructor for any absence. Excessive absences will result in a failing grade. Instructors are required to take attendance at each class session and submit rosters to the administration following each class weekend.

Withdrawal and Refund Policy

Students are entitled to a refund of all payments (not including registration/application fee; not to exceed \$100) if the registration agreement is cancelled by the student within 10 days of signing the registration agreement or when payment is required.

In addition, students will receive a full refund of tuition payments, and registration/application fees paid if they do not meet minimum admissions requirements, or for a cancelled course, seminar, workshop or a cluster that does not begin.

After the first day of instruction, students who inform the Office of Student Services of their intention to withdraw will be entitled to a tuition refund based on the following schedule: during the first 70 percent of a course, seminar, workshop, or summer institute, a withdrawing student will receive a refund for the percentage of time not attended (the minimum refund would be 40 percent).

Refunds will be made within 30 days after the effective date of withdrawal. No refund will be issued when more than 70 percent of a course is attended.

Example: Student attended two classes (6 clock hours) of a ten-class (30 clock hours) course, for which the charge was \$1,275.

Based on number of classes

$10 - 2 = 8$ classes not attended

$8 \times 10 = 80$ percent of the term not completed

80 percent \times \$1,275 = \$1,020.00 refunded

Based on clock hours

$30 - 6 = 24$ hours not received

$24 \div 30 = 80$ percent clock hours not completed

80 percent \times \$1,275 = \$1,020.00 refunded

This policy is designed to meet or exceed refund requirements of various states, e.g., California, South Carolina, Washington, Indiana, Arizona, and Florida.

Family Tuition Plan

The department offers special tuition consideration when two or more members of an immediate family are enrolled in any of the programs at the master's level in the School. A 50 percent discount is applied to the full tuition rate for the registration with the lowest number of classes.

This does not apply to students receiving corporate tuition reimbursement. We reserve the right to require proof of financial support.

Time Limit

The time limit for all master's programs is five (5) years. A reinstatement fee of \$50 per year will be charged beginning one year after the completion of last course work. Students may petition the program office for an extension of the time limit, which will be granted only rarely and for extenuating circumstances. Individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program.

Second Master's Degrees

Students who have completed a master's degree through the SBE and who wish to pursue a second master's degree through the SBE must notify the Office of Student Services in writing. Upon receipt, prior course work will be evaluated to determine which, if any, courses can be credited toward both degrees. You will be notified in writing of what courses must be completed to attain the second degree. A minimum of 21 credits must be completed for all second degrees, although more may be required.

MASTER OF BUSINESS ADMINISTRATION

One-Year Day Program

Program Objectives

The One-Year Day Master of Business Administration (M.B.A.) Program is an innovative program featuring learning and delivery systems designed for students with an undergraduate degree who have little or no work experience, as well as individuals returning to the business world after an extended absence who wish to develop their management effectiveness. The program curriculum consists of 12 three-credit-hour courses, a one-credit-hour Leadership course, and the choice of a four-credit-hour Internship Program or Master's Thesis. In some cases, the student may qualify to meet this four-credit-hour requirement by attending a Value Integration course. Academic initiatives in the Nova Southeastern University graduate management programs are designed for increased academic growth, analytical proficiency, and professional development for the One-Year Day student.

Program Philosophy

The One-Year Day Program emphasizes an activist, interventionist mission to serve the professional, developmental, and educational needs of a broad segment of public and private sector institutions. The program focuses on the role of the individual in the organizational management process. The overriding goal of the program is to enhance the organizational effectiveness and productivity of managerial and premanagerial personnel.

Curriculum

In order to ensure adequate planning, scheduling, and sequencing, the school strongly urges students to register for courses in the order listed below.

		Credits
GMP 5012	21st Century Management Practices	3
GMP 5015	The Legal, Ethical, and Social Values of Business	3
GMP 5017	Delivering Superior Customer Value	3
GMP 5020	Managing Organizational Behavior	3
GMP 5030	Managing Human Resources	3
GMP 5040	Quantitative Thinking	3
GMP 5050	Economic Thinking	3
GMP 5060	Accounting for Decision Makers	3
GMP 5070	Managerial Marketing	3
GMP 5080	Applying Managerial Finance	3
GMP 5090	Entrepreneurial and Strategic Thinking	3
GMP 5095	Operations and Systems Management	3
GMP 5199	Values-Based Leadership	1
GMP 5101	Master's Thesis	4
or		
GMP 5108	Internship	4
Total		41

Specializations

One-Year Day Master of Business Administration students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require that three additional courses be taken within a specific content area. A notation of the specialization area

is indicated on a student's transcript and a Certificate of Specialization is awarded to students completing specializations. Specializations currently available to One-Year Day M.B.A. students include accounting, entrepreneurship, finance, health services administration, human resource management, international business, management information systems*, marketing, medical management, and public administration.

Please refer to page 26 to obtain specific course numbers and titles.

* Courses taken in the School of Computer and Information Sciences.

MASTER OF BUSINESS ADMINISTRATION

Weekend Program

Program Objectives

The Nova Southeastern University Weekend Master of Business Administration (M.B.A.) Program is an innovative program featuring learning and delivery systems designed for adult working professionals who wish to increase their management effectiveness. The program curriculum consists of 12 three-credit-hour courses, a one-credit-hour Leadership course, and the choice of a four-credit-hour capstone Value Integration course or a Master's Project. Academic initiatives in the Nova Southeastern University graduate management programs are designed for increased academic growth, analytical proficiency, and professional development of the adult student.

Program Philosophy

The Master of Business Administration Program emphasizes an activist, interventionist mission to serve the professional, developmental, and educational needs of a broad segment of public and private sector institutions. The program focuses on the role of the individual in the organizational management process. The overriding goal of the program is to enhance the organizational effectiveness and productivity of managerial and premanagerial personnel.

		Credits
Curriculum		
GMP 5012	21st Century Management Practices	3
GMP 5015	The Legal, Ethical, and Social Values of Business	3
GMP 5017	Delivering Superior Customer Value	3
GMP 5020	Managing Organizational Behavior	3
GMP 5030	Managing Human Resources	3
GMP 5040	Quantitative Thinking	3
GMP 5050	Economic Thinking	3
GMP 5060	Accounting for Decision Makers	3
GMP 5070	Managerial Marketing	3
GMP 5080	Applying Managerial Finance	3
GMP 5090	Entrepreneurial and Strategic Thinking	3
GMP 5095	Operations and Systems Management	3
GMP 5199	Values-Based Leadership	1
GMP 5100	Master's Project	4
or		
GMP 5102	Value Integration	4
Total		41

Specializations

M.B.A. students may elect to concentrate their studies in a number of specialization areas or majors. Specializations require that three additional courses be taken within a specific content area. A notation of a specialization area is indicated on a student's transcript and a Certificate of Specialization is awarded to students completing specializations. The specializations currently available to M.B.A. students include accounting, entrepreneurship, finance, health services administration, human resource management, international business, management information systems*, marketing, medical management, and public administration.

Accounting*

GMP 5713	Accounting Theory
GMP 5725	Financial Statement Analysis
GMP 5733	Advanced Managerial Accounting

Entrepreneurship

GMP 5725	Financial Statement Analysis
GMP 5920	Managing Innovation and Entrepreneurship
GMP 5940	Managing the Consulting Process

Finance*

GMP 5530	Money Market and Monetary Institutions
GMP 5560	Advanced Financial Policy
GMP 5620	Investment Principles and Policies

Health Services Administration*

GMP 5426	Integrated Health Systems Analysis
GMP 5440	Health Policy Development
GMP 5447	Principles of Managed Care

Human Resource Management*

GMP 5240	Advanced Organizational Development
GMP 5320	Management Communications
GMP 5360	Human Resource Development

International Business*

GMP 5815	International Finance and Investments
GMP 5824	International Operations and Management
GMP 5833	International Marketing

Management Information Systems **

MMIS 620	Management Information Systems
MMIS 630	Databases in MIS
MMIS 653	Telecommunications and Computer Networking

Marketing

GMP 5550	Sales Management
GMP 5574	Customer Service Management
GMP 5833	International Marketing

Medical Management

GMP 5440	Health Policy Development (required)
GMP 5447	Principles of Managed Care (required)
GMP 5953	Special Topics in Medical Management (required)
GMP 5475@	Strategic Management of Health Care Organizations (optional)
GMP 5420%	Ethical and Legal Issues in Health Services (optional)

* Requires specific prerequisite course work. Please refer to page 21.

** Courses taken in School of Computer and Information Sciences.

@ Can be taken in place of GMP 5090 Entrepreneurial and Strategic Thinking

% Can be taken in place of GMP 5015 The Legal, Ethical, and Social Values of Business

Public Administration

GMP 5455	Conflict Resolution in Government
GMP 5460	Legal, Ethical, and Social Values in the Public Sector
GMP 5480	Public Policy Analysis

MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives

The Nova Southeastern University Master of International Business Administration (M.I.B.A.) Program is a progressive and dynamic program, designed for working professionals and preservice students who wish to enhance their understanding of international business. The curriculum provides comprehensive coverage of international business topics and examines the major contemporary issues, concerns, and developments affecting global business and trade.

Program Philosophy

The Master of International Business Administration is designed to assist business managers in meeting the challenge of functioning in the evolving global marketplace. The curriculum reflects the need for increased understanding and a clear perspective in coping with the complexity of the international business environment. It emphasizes the interrelationship and interaction of nations, cultures, and firms, examining the major forces affecting executive strategy formulation and decision making. In doing so, it seeks to provide analysis and integration of major factors including geographic, political, economic, and social considerations.

Complementary to developing relevant perspective, the program affords consideration of operational matters. The coverage of functional activities relating to aspects of international and multinational business is designed to provide necessary knowledge for implementation and execution of plans. Topics chosen from the areas of management and control, finance, marketing, and logistics provide appropriate skills.

The Master of International Business Administration (M.I.B.A.) curriculum differs significantly from that of the Master of Business Administration (M.B.A.). The focus of the M.B.A. program is on the role of the individual in the organizational management process. It concentrates on business functions and approaches that enhance the organizational effectiveness and productivity of managerial and non-managerial personnel.

In contrast, the M.I.B.A. program examines the role of firms in the global marketplace with emphasis placed on the functioning of firms in this environment. Students pursue a fixed curriculum, without electives, building an integrated body of knowledge. Individuals interested in the operational management of the firm are encouraged to enroll in the M.B.A. program with a specialization in international business. Persons interested in careers in international business and trade are encouraged to enroll in the M.I.B.A. program.

Curriculum

In order to ensure adequate sequencing and prerequisite requirements, students may enroll in courses—within the same grouping—in any order. The School typically schedules the courses on a rotational basis.

Group I Courses	Credits
GMP 5801 Macroeconomics	3
GMP 5803 Comparative Economic Systems	3
GMP 5809 International Accounting	3
GMP 5812 International Legal Environment	3
GMP 5818 International Business Environment	3
GMP 5821 Comparative International Management	3
 Group II Courses	
GMP 5806 International Economics	3
GMP 5815 International Finance and Investments	3
GMP 5824 International Operations and Management	3
GMP 5827 Import/Export Management	3
GMP 5833 International Marketing	3
GMP 5839 International Competitiveness	3
GMP 5100 Master's Project	4
or	
GMP 5101 Master's Thesis	4
or	
GMP 5102 Value Integration	4
or	
GMP 5109 * Internship in International Business	4
or	
GMP 5847 * Field Experience	4
GMP 5199 Values-Based Leadership	1
Total	41

* Students are permitted to enroll in either GMP 5109 or GMP 5847 at any time after completing all required courses in Group I.

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

Program Objectives

The Master of Science in Human Resource Management (M.S./HRM) Program covers theory and skills required to bring about changes in today's complex, dynamic environment. Whether it involves organization restructuring, implementing a more effective communications system, solving intergroup conflicts, complying with affirmative action requirements, or training personnel to avoid skills obsolescence, the problems all deal with maximizing human resources. Students complete their degree by writing an intervention research project or by participating in a weeklong Value Integration course.

Program Philosophy

The Master of Science in Human Resource Management Program focuses on the role of the major nonmaterial resource available to the modern corporation, government agency, and not-for-profit organization: the human resource. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives. The overriding goal of the program is to prepare personnel and training managers and those in support services to enhance their organizations' effectiveness through the proper management of human resources.

Curriculum

	Credits
GMP 5012 21st Century Management Practices	3
GMP 5017 Delivering Superior Customer Value	3
GMP 5040 Quantitative Thinking	3
GMP 5240 Advanced Organizational Development	3
GMP 5260 Labor Relations: Principles, Problems, and Cases	3
GMP 5300 Career Development	3
GMP 5320 Management Communications	3
GMP 5360 Human Resource Development	3
GMP 5365 Seminar in Hiring and Developing Employees	3
GMP 5375 Employee Health and Reward Systems	3
GMP 5380 Special Topics in Human Resource Management	3
GMP 5385 Organization Consultation	3
GMP 5199 Values-Based Leadership	1
GMP 5100 Master's Project	4
or	
GMP 5102 Value Integration	4
Total	41

MASTER OF ACCOUNTING PROGRAM

Program Objectives

The Master of Accounting Program is an innovative curriculum featuring learning and delivery systems designed for adult working professionals in the field of accounting, as well as entry-level students interested in developing a career in the field of accounting. The program curriculum is designed to provide students with greater depth and breadth in professional courses in accounting than is possible in a master's of business administration program. In addition, it is intended to prepare students to enter or further careers as professional accountants in financial institutions, government, industry, nonprofit organizations, and public practice. The program includes courses utilizing modern computer applications in accounting procedures and general business.

Program Philosophy

The Master of Accounting Program emphasizes concepts, skills, and methodology vital to the accounting profession for those students interested in public, corporate, or institutional accounting. The curriculum includes courses that provide a managerial perspective to the accounting profession, knowledge that is increasingly vital to all types of organizations. The overriding goal of the program is to provide the appropriate skills that successful accountants need as preparers of financial reports and as decision makers.

The program recognizes that, at this time, there is a strong trend toward specialized knowledge, in addition to broadly based skills. Accordingly, required courses are kept to a minimum and several concentrations are available. A concentration consists of six specified electives along with the seven required courses. Of course, the student can select, in addition to the required courses, any six accounting electives that will enhance her or his interests and/or career. Students may select as part of their program up to two non-accounting master's level electives with the prior permission of the Master of Accounting Program Director.

Curriculum

The Master of Accounting Program advises all on-campus students to register for their elective courses after they have completed their required courses. However, at off-campus clusters, students should start with those courses currently being offered. Generally, a complete curriculum profile is announced at least one year in advance, showing the intended rotation of all courses.

REQUIRED COURSES

Credits

GMP 5713 Accounting Theory	3
GMP 5725 Financial Statement Analysis	3
GMP 5731 Accounting Information Systems	3
GMP 5733 Advanced Managerial Accounting	3
GMP 5761 Taxation of Individuals	3
GMP 5762 Taxation of Corporations and Partnerships	3
GMP 5199 Values-Based Leadership	1
Elective Courses	<u>18</u>
Total	37

ELECTIVE COURSES:

PUBLIC ACCOUNTING CONCENTRATION

Credits

(Select six from the following)

GMP 5715 Advanced Auditing	3
GMP 5716 Governmental Auditing	3
GMP 5717 Auditing for Fraud	3
GMP 5751 EDP Auditing	3
GMP 5753 Fund Accounting	3
GMP 5756 International Accounting	3
GMP 5769 Tax Planning and Research	3
GMP 5781 Business Law I	3
GMP 5782 Business Law II	3

TAX ACCOUNTING CONCENTRATION

(All should be taken)

GMP 5751 EDP Auditing	3
GMP 5763 Taxation of Estates, Trusts, and Gifts	3
GMP 5764 Taxation of Pensions, Profit-sharing Plans, and Tax-exempt Organizations	3
GMP 5766 International Taxation	3
GMP 5767 State of Florida Taxes/IRS Practices and Procedures	3
GMP 5769 Tax Planning and Research	3

MANAGERIAL ACCOUNTING CONCENTRATION

(Select six from the following)

GMP 5015 The Legal, Ethical, and Social Values of Business	3
GMP 5020 Managing Organizational Behavior	3
GMP 5040 Quantitative Thinking	3
GMP 5080 Applying Managerial Finance	3
GMP 5735 Controllershship	3
GMP 5736 Internal and Operational Auditing	3

GMP 5737 Budgeting and Profit Control	3
GMP 5751 EDP Auditing	3
GMP 5753 Fund Accounting	3
GMP 5756 International Accounting	3
GMP 5769 Tax Planning and Research	3

CPA Educational Requirements (Florida)

Listed below are the Florida educational requirements that an applicant needs to qualify as a candidate for the Certified Public Accountant's (CPA) examination. The applicant must:

- Be a graduate of a regionally accredited undergraduate institution (the Florida Board of Accountancy has listed its acceptable regional accrediting agencies).
- Have 10 courses (30 semester hours) above the minimum courses required at his or her undergraduate institution (these need not be graduate courses, but most candidates take graduate courses and complete their graduate degrees).
- Have 12 courses (36 semester hours) of accounting above the principles of accounting level. These must include:
 - 2 courses (6 semester hours) in taxation
 - 2 courses (6 semester hours) in auditing
 - 4 courses (12 semester hours) in financial and cost accounting
 - 4 courses (12 semester hours) of accounting electives.
- Have 2 courses (6 semester hours) of business law.
- Have 11 courses (33 semester hours) in general business. In general, the 75 semester hours specified in the last three categories must be upper division courses. Exceptions, limited to 18 semester hours, include introductory courses in economics, statistics, information systems, business law I, and business communications.

Upon request, Nova Southeastern University advisors will review each applicant's transcript(s) and help plan a program that does not contain duplicated courses and that should meet Florida educational requirements. The Florida Board of Accountancy does a complete analysis of all transcripts submitted by each CPA examination candidate and, of course, is the final authority.

The Board's address is:
 Florida Board of Accountancy
 2610 NW 43rd Street, Suite 1A
 Gainesville, Florida 32606
 (352) 955-2165

CMA Requirements

Admission to the CMA (Certified Management Accounting) program requires that the applicant be of good moral character, agree to abide by the Standards of Ethical Conduct for Management Accountants, be employed or expect to be employed in management accounting, and meet one of the following measures of educational attainment:

1. Hold a baccalaureate degree in any field of study from a regionally accredited college or university. Degrees from foreign institutions must be evaluated by an independent agency.
- or
2. Achieve a score on either the Graduate Record Examination or the Graduate Management Admission Test satisfactory to the Credentials Committee of the ICMA.
- or

3. Hold a CPA certificate or professional qualification comparable to the CMA or CPA issued in a foreign country.

In addition to passing the CMA examination, a candidate for the certificate must have two continuous years of professional experience in management accounting. The experience requirement may be completed prior to or within seven years of the date the CMA examination is passed. Professional experience is employment in positions at a level at which judgments are regularly made that employ the principles of management accounting.

All inquiries regarding the CMA program should be addressed to:

Institute of Management Accountants
10 Paragon Drive
Montvale, New Jersey 07645-1759
(201) 573-6300

Institute for Financial Studies

THE CFP PROGRAM

One of the fastest growing service industries in the United States is that of financial services. To meet the educational needs of financial professionals in this growth industry, the School of Business and Entrepreneurship created the Institute for Financial Studies. The Institute provides instruction in financial disciplines to financial professionals who wish to seek professional designations, obtain continuing education credits, expand their body of knowledge, or participate in seminars and workshops such as personal financial planning.

The predominate educational program of the Institute is the Certified Financial Planner (CFP) Program. The CFP program is registered with the Certified Financial Planner Board of Standards and meets all requirements promulgated by the Board.

CFP Requirements

The CFP certification requirements can be summarized as follows:

- **Education**

A candidate must enroll in a college or university that has registered its financial planning program with the CFP Board.

- **Examination**

The CFP examination is composed of six, course-related parts and a comprehensive exam. Currently, Nova Southeastern University CFP candidates are exempted from the course-related exams based on successfully completing the six Nova Southeastern University CFP courses. To become a CFP, a Nova Southeastern University candidate must still pass the comprehensive examination.

- **Experience**

Before the candidate can obtain certification, he or she must have at least three years' full-time (or equivalent part-time) relevant work experience in situations that require the active use of knowledge, skills, and abilities taught in the financial planning concentration.

- **Ethics**

CFP candidates must agree to uphold the CFP Code of Ethics and affirm this by signing the Declaration. Candidates are also required to disclose any investigations or legal proceedings related to their professional or business conduct.

Curriculum

CFP I	Fundamentals of Financial Planning
CFP II	Insurance Planning
CFP III	Investment Planning
CFP IV	Income Tax Planning
CFP V	Retirement Planning and Employee Benefits
CFP VI	Estate Planning
CFP VII	Comprehensive Review (optional)

Division of Public and Health Services Administration

THE INSTITUTE OF HEALTH POLICY AND ADMINISTRATION

The Institute of Health Policy and Administration provides degree and nondegree educational programming for professionals in the health care industry. Institution-based training programs, public awareness seminars and symposia, and the Master of Science in Health Services Administration constitute this Institute's offerings. Individual programs are delivered on campus, as well as on-site in health care facilities in South Florida and throughout the state.

MASTER OF SCIENCE IN HEALTH SERVICES ADMINISTRATION

Program Objectives

The M.S./HSA degree program is an innovative program featuring learning and delivery systems designed for adult working professionals who desire to increase their management effectiveness. The program curriculum consists of management courses and specialized courses in the health services field. Students who have practical health services experience complete their degree, after satisfying course work requirements, by writing a four-credit research project or by participating in a weeklong value integration course conducted on the Main Campus. An internship is also available.

Program Philosophy

The program emphasizes an activist, interventionist mission to serve the professional, developmental, and educational needs of a broad segment of public and private sector health services institutions. The overriding goal of the program is to enhance the administrative effectiveness and productivity of managerial and premanagerial personnel.

Curriculum

Students may enroll in courses in any order. Students without previous health services experience complete their degree, after satisfying course work requirements, by serving an internship.

		Credits
GMP 5020	Managing Organizational Behavior	3
GMP 5030	Managing Human Resources	3
GMP 5081	Health Care Finance and Budgeting	3
GMP 5420	Ethical and Legal Issues in Health Services	3
GMP 5425	Health Services and Informatics	1
GMP 5426	Integrated Health Systems Analysis	3
GMP 5430	Health Administration and Management	3
GMP 5440	Health Policy Development	3
GMP 5443	Economics of Health Services	3

GMP 5445	Health Research and Evaluation	3
GMP 5447	Principles of Managed Care	3
GMP 5475	Strategic Management of Health Care Organizations	3
GMP 5951	Management Information Systems for Health Administration	3
GMP 5100	Master's Project	4
or		
GMP 5102	Value Integration	4
or		
GMP 5109	Internship	4
Total		41

THE INSTITUTE OF CONTINUING MANAGEMENT EDUCATION FOR HEALTH CARE PROFESSIONALS

Program Objectives

The Nova Southeastern University Continuing Education Program for Health Care Professionals is a unique program designed for working professionals interested in continuing education for licensure renewal or Nova Southeastern University certification for non-licensed professionals while maintaining current active information in a managed care setting. The program curriculum consists of specialized courses in managed care related to the insurance, hospital, and legal fields of business. Professionals complete continuing education credits after meeting criteria determined by Nova Southeastern University and following the AMA, AOA, and other accreditation bodies for continuing education involving licensed professionals. Participants in the program will be invited to attend courses including one Saturday a month from a select list of sessions designed from a one year format.

Programs will be set up for non-licensed health care professionals to include a certificate of completion for individuals interested in the academic learning of the health care industry.

These programs will be designed to target both audiences and begin to integrate licensed and non-licensed professionals ideas, experiences, and learning in a classroom setting.

Program Philosophy

The program emphasizes an active approach toward managed care and how to be proactive with the immediate and ongoing changes within the industry. The goal of the program is to educate the public and private sectors of the field to better manage changes and increase awareness and education while encouraging positive reactions toward the occurring changes.

Program Schedule

The program is set up as a quarterly sequence format. Each sequence is designed for three months and consists of one Saturday a month for approximately six hours, including lunch and rest breaks for a total of approximately 15 credit hours of continuing education. Four sequences make up the full program, and health care professionals are encouraged to join different sequences depending on educational interests and needs. Each sequence consists of three sessions of current and interesting topics structured in a way that is comprehensible by all interested professionals.

Curriculum

- Capitation
- Corporate and Industry Culture
- Credentiailling
- Governmental Agencies/Regulation/
Oversight
- Health Care Finance/Accounting
- Legal/Ethical Issues
- Managed Care Organizations and Structure
- Marketing/Advertising
- Medical Information Systems
- Network Development
- Pharmacy Management
- Provider Office Procedures
- Quality Management
- Utilization Management

Instructors

All courses are taught by professionals with many years of experience in the health care field. A Continuing Education Advisory Board carefully screens instructor applications to determine the most competent individuals to instruct courses. National leaders also instruct specific courses as determined through the Advisory Board. The diverse background of each individual allows real world expertise and knowledge to flow through discussions and span areas which may otherwise be missed.

CE Requirements

To obtain CE credits, health care professionals are required to attend the full sequence of sessions. Attendance will be taken regularly and important information will be disseminated routinely. Regulatory requirements are followed closely for each session and sequence to maintain a quality driven program offering the comprehensive information.

MASTER OF PUBLIC ADMINISTRATION

Program Objectives

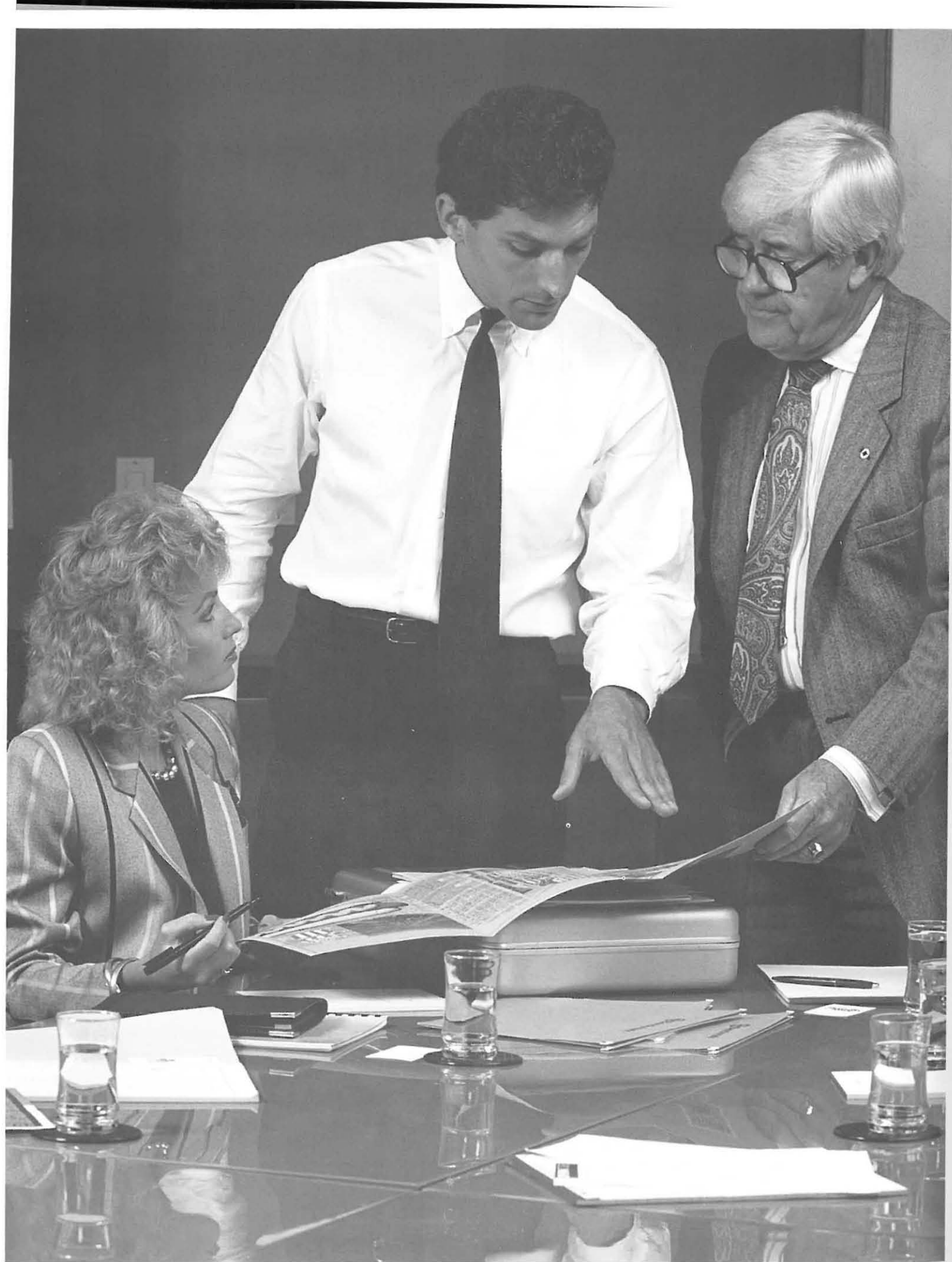
The Nova Southeastern University Master of Public Administration (M.P.A.) Program features learning and delivery systems designed for practitioners of public administration who wish to enhance their management effectiveness. The program curriculum contains a common core of five required courses, and the seven remaining courses emphasize various aspects of public policy making. The academic thrust of the M.P.A. program leads the student to greater appreciation of the significance of sound managerial practices in the public domain. The student completes his or her degree program by writing a four-credit-bearing analytical research project, by participating in a weeklong value integration course, or by serving as an intern in a government agency.

Program Philosophy

The Master of Public Administration Program emphasizes a three-fold series of concerns for the professional public administrator: academic growth, analytical proficiency, and professional managerial development. The program focuses on the enhancement of a student's familiarity with ideas and concepts relating to public policy analysis and finance; the program builds student competencies in the techniques of modern management; and the program enhances student sensitivity to issues relating to elements of a public management ethic.

Curriculum

	Credits
GMP 5012 21st Century Management Practices	3
GMP 5020 Managing Organizational Behavior	3
GMP 5030 Managing Human Resources	3
GMP 5040 Quantitative Thinking	3
GMP 5050 Economic Thinking	3
GMP 5082 Managing Public Financial Resources	3
GMP 5450 Public Administration Theory and Practice	3
GMP 5451 Managing Information and Technology in the Public Sector	3
GMP 5455 Conflict Resolution in Government	3
GMP 5460 Legal, Ethical, and Social Values in the Public Sector	3
GMP 5480 Public Policy Analysis	3
GMP 5495 Leading the Public Organization	3
GMP 5100 Master's Project	4
or	
GMP 5102 Value Integration	4
or	
GMP 5109 Internship	4
Total	40



Master's Calendar 1998

TERM I		SEQUENCE I	SEQUENCE II
Session 1	Jan.	9, 10	Jan. 16, 17
Session 2	Jan.	23, 24	Jan. 30, 31
Session 3	Feb.	13, 14	Feb. 20, 21
Session 4	Feb.	27, 28	March 6, 7
Session 5	March	13, 14	March 20, 21
TERM II			
Session 1	April	3, 4	April 17, 18
Session 2	April	24, 25	April 1, 2
Session 3	May	8, 9	May 15, 16
Session 4	May	29, 30	June 5, 6
Session 5	June	12, 13	June 19, 20
TERM III			
Session 1	July	10, 11	July 17, 18
Session 2	July	24, 25	July 31, Aug. 1
Session 3	Aug.	7, 8	Aug. 14, 15
Session 4	Aug.	21, 22	Aug. 28, 29
Session 5	Sep.	11, 12	Sep. 18, 19
TERM IV			
Session 1	Oct.	2, 3	Oct. 9, 10
Session 2	Oct.	16, 17	Oct. 23, 24
Session 3	Oct.	30, 31	Nov. 6, 7
Session 4	Nov.	13, 14	Nov. 20, 21
Session 5	Dec.	4, 5	Dec. 11, 12

Master's Calendar 1999

TERM I		SEQUENCE I	SEQUENCE II
Session 1	Jan.	8, 9	Jan. 15, 16
Session 2	Jan.	22, 23	Jan. 29, 30
Session 3	Feb.	12, 13	Feb. 19, 20
Session 4	Feb.	26, 27	March 5, 6
Session 5	March	12, 13	March 19, 20
TERM II			
Session 1	April	9, 10	April 16, 17
Session 2	April	23, 24	April 30, May 1
Session 3	May	7, 8	May 14, 15
Session 4	May	21, 22	June 4, 5
Session 5	June	11, 12	June 18, 19
TERM III			
Session 1	July	9, 10	July 16, 17
Session 2	July	23, 24	July 30, 31
Session 3	Aug.	6, 7	Aug. 13, 14
Session 4	Aug.	20, 21	Aug. 27, 28
Session 5	Sep.	17, 18	Sep. 24, 25
TERM IV			
Session 1	Oct.	1, 2	Oct. 8, 9
Session 2	Oct.	15, 16	Oct. 30, 31
Session 3	Oct.	29, 30	Nov. 5, 6
Session 4	Nov.	12, 13	Nov. 19, 20
Session 5	Dec.	10, 11	Dec. 17, 18

MASTER'S PROGRAMS COURSE DESCRIPTIONS

Key to Abbreviation for Courses

AC—Required, M.Acc. Program

CFP—Required, CFP Certificate

EL—Required, Specialization

HR—Required, M.S./HRM Program

HSA—Required, M.S./HSA Program

IB—Required, M.I.B.A. Program

MB—Required, M.B.A. Program

MP—Required, M.P.A. Program

PF—Program Foundation Course

Courses required for one program may be available as electives in another program. Consult program descriptions for more information.

GMPF 4009 Introduction to Fund Accounting (PF) 1 cr.

A survey of the fundamental principles of fund accounting for MPA students. It serves as a prerequisite for GMP 5082.

GMPF 5000 Intensive English (PF) 0 cr.

This course offers students from other countries the opportunity to enhance their English skills. The class is divided into three sections. Each section is 50 minutes long. The first section deals with grammar. Since English is not made up of isolated grammar points, when one grammar exercise is studied, other grammar points in the same exercise are also reviewed. The second section deals with TOEFL exercises, and the last section emphasizes conversation. The most important objective of this course is to prepare the student to pass the TOEFL test with at least 550 points.

GMPF 5001 Introductory Accounting (PF) 3 cr.

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisites of financial accounting for the master's program.

GMPF 5002 Introductory Quantitative Analysis (PF) 3 cr.

Review of college algebra and elementary calculus, probability theory, and statistical analysis. Course satisfies program prerequisite for master's programs.

GMPF 5003 Introductory Economics (PF) 3 cr.

This course is designed to acquaint the student with economic issues of the day, e.g., inflation and recession as they impact on family and national income. Students shall recognize relationships between prices, wages, profits, and supply and demand as they influence daily lives. Course satisfies program prerequisite of economics for master's programs.

GMPF 5004 Cost Accounting (PF) 3 cr.

The role of cost accounting as a tool for managerial decision making; cost volume-profit analysis, job order costing, and absorption costing. Application of these skills to the overall operation of a business.

GMPF 5005 Introductory Marketing (PF) 3 cr.

This is a survey of the essentials of marketing. Covers the nature of marketing and its environment, selecting target markets, marketing research, customer behavior, and forecasting sales. Emphasis on marketing strategy planning. Course satisfies the program prerequisite for master's programs.

GMPF 5006 Intermediate Accounting I (PF) 3 cr.

A continuation and expansion of Principles of Accounting. The concepts underlying valuation, accounting for leases, and accounting for warranty costs; application of these concepts to financial statement presentation.

GMPF 5007 Intermediate Accounting II (PF) 3 cr.

A continuation and expansion of Intermediate Accounting I. The conceptual foundations of sources and applications of funds from both a cash and working capital basis, reporting earnings per share, and accounting for other selected transactions.

GMPF 5008 Principles of Finance (PF) 3 cr.

A survey of the essentials of finance and its environment. Financial management as it applies to organizations, ratio analysis, leverage, working capital management, capital budgeting, capital structure, and other concepts as they apply to business organizations. Course satisfies program prerequisite of finance for master's programs.

GMPF 5009 Advanced Accounting (PF) 3 cr.

A continuation and expansion of Intermediate Accounting II. Accounting principles for consolidations and combinations, accounting for branches, accounting for liquidations, accounting for nonprofit organizations, and other selected topics.

GMP 5012 21st Century Management Practices (HR, MB, MP) 3 cr.

Students will gain an understanding of leading state-of-the-art business theories and will be able to apply them to real world situations; and will learn to understand and challenge the ideas of 20th Century management thinkers, and to practice developing and challenging their own theoretical and applied models and paradigms.

GMP 5015 The Legal, Ethical, and Social Values of Business (EL, MB) 3 cr.

Students will gain an understanding of the meaning and importance of the law, ethics, personal morality and corporate social responsibility; and will exhibit moral, ethical, and socially responsible behavior; and will be able to analyze business decisions from a legal, ethical, and social responsibility perspective.

GMP 5017 Delivering Superior Customer Value (HR, MB) 3 cr.

Students will learn to apply the customer value paradigm in creating a market-driven culture which designs and delivers optimum long-term value to customers; and will examine strategies for optimizing and communicating customer value, measuring customer orientation, and building customer relationships, and will learn how to (e.g., using case analysis and exercises) blend the delivery of service and product quality with pricing strategies to maximize value.

GMP 5020 Managing Organizational Behavior (EL, HSA, MB, MP) 3 cr.

Students will gain a working knowledge of how to manage personal, interpersonal, and group processes and by having the interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders. Students will learn to manage individual and group behaviors in improving organizational productivity and performance; and through experiential learning, to integrate home, work and educational observations and experiences and to convert them into proactive practical applications for growth and renewal.

GMP 5025 Managing Technological and Informational Systems 1 cr.

Students will learn general applications of production technologies, and will apply information technologies to gather, analyze, and manage information to solve problems and make decisions, and to gain a vision of how advanced information technologies will shape business in the 21st century. **Prerequisites:** Broad knowledge of microcomputers, Windows-based software applications, and computer-based telecommunications.

GMP 5030 Managing Human Resources (HSA, MB, MP) 3 cr.

Students will gain a working knowledge of planning, organizing, and managing human resource systems; and will gain hands-on abilities to design, direct and assess human resource systems in enhancing relationships with internal and external customers, leading to organizational effectiveness.

GMP 5040 Quantitative Thinking (EL, HR, MB, MP) 3 cr.

Students will learn to apply statistical reasoning, methods, and tools in detecting, diagnosing, and making decisions about problems and opportunities. Students will gain the quantitative intelligence to improve problem solving and decision-making processes which optimize organizational and stakeholder value. **Prerequisites:** GMPF 5002 Introductory Quantitative Analysis or equivalent.

GMP 5050 Economic Thinking (MB, MP) 3 cr.

Students will learn how to use economic thinking in making managerial decisions and motivating others to make decisions that increase the value of organizations.

Prerequisite: GMPF 5003 Introductory Economics or equivalent.

GMP 5060 Accounting for Decision Makers (MB) 3 cr.

Students will learn to reconsider accounting information for managerial decision making, and will then take this information and transform it into financial guidelines for deciding among capital ventures, product and service offerings, and funding options (and budgets).

Prerequisite: GMPF 5001 Introductory Accounting or equivalent.

GMP 5070 Managerial Marketing (MB) 3 cr.

Students will gain a working knowledge of marketing management by learning to think strategically and to develop marketing plans—aligning marketing initiatives with market opportunities; and will be able to implement the functional strategies and marketing plans to optimize customer and organizational value. **Prerequisite:** GMPF 5005 Introductory Marketing or equivalent.

GMP 5080 Applying Managerial Finance (EL, MB) 3 cr.

Students will gain a working knowledge of managerial finance by learning to develop a systematic approach to financial analysis, to apply techniques for planning, forecasting, and managing, as well as evaluating and recommending improvements in the organization's financial performance. **Prerequisite:** GMPF 5008 Principles of Finance or equivalent.

GMP 5081 Health Care Finance and Budgeting (HSA) 3 cr.

The fundamentals of health care finance are studied including, but not limited to, rate of return analysis, capital finance, long-term assets, inventory valuation and management, and financial forecasting. Students are expected to select and evaluate health care financial statements.

GMP 5082 Managing Public Financial Resources (MP) 3 cr.

Students will gain a working knowledge of public sector finance by learning to develop a systematic approach to financial analysis, to apply techniques for planning, forecasting, and managing, as well as evaluating and recommending improvements in public and non-profit sector organizational financial performance. **Prerequisites:** GMP 5012 and GMP 5450.

GMP 5090 Entrepreneurial and Strategic Thinking (MB) 3 cr.

Students will gain a well developed understanding of American business enterprises and the entrepreneurial and strategic thinking that drives them in a dynamic competitive regional, national and global economy; and will learn to apply entrepreneurial and strategic management practices (e.g., using case analysis) to organizations of varying sizes.

GMP 5095 Operations and Systems Management (MB) 3 cr.

Students will gain a working knowledge of methods for designing organizational and operational functions, systems and processes; will learn to apply strategic and operational decisions in improving administrative and transformational (production) processes for delivering goods and services to internal and external customers; and will learn approaches to analysis and apply techniques employed in organizations to achieve competitive advantage in both manufacturing and service industries. **Prerequisite:** Graduate-level Quantitative Thinking.

GMP 5100 Master's Project (HR, HSA, IB, MB, MP) 4 cr.

The development and preparation of an independent research project.

Prerequisite: Full matriculation and completion of all required courses.

GMP 5101 Master's Thesis (IB, MB) 4 cr.

The development and preparation of an independent research thesis. **Prerequisite:** Full matriculation and completion of all required courses.

GMP 5102 Value Integration (HR, HSA, IB, MB, MP) 4 cr.

Students will develop the leadership skills to assume individual responsibility for effectively creating and producing appropriate regional, national or global organizational outcomes; and skills in reflective thinking and critical analysis (e.g., using action research methods and tools) to convert organizational core competencies into organizational performance consistent with an organization's vision. **Prerequisites:** All other M.B.A. courses.

GMP 5108 Internship (MB) 4 cr.

This program is designed to offer the student an opportunity to apply business concepts and principles that have been accumulated in the classroom to the business sector. The internship represents a total of 240 hours in an applied ongoing visitation to a bona fide business entity where the student/intern will assume job accountabilities, enabling the student/intern to initiate the application of skills and knowledge in a chosen discipline within his or her interest field. **Prerequisite:** Full matriculation and completion of 21 credits toward the M.B.A. degree.

GMP 5109 Internship in International Business, Health Services Administration, or Public Administration (Field Placement) (HSA, IB, MP) 4 cr.

A supervised internship within the field of international business, health services administration, or public administration. The internship will be separate and distinct from the student's employment role. **Prerequisite:** Full matriculation and completion of 21 credits toward the M.B.A. degree.

GMP 5199 Values-Based Leadership (AC, HR, IB, MB) 1 cr.

This course will focus on leadership as a process of moving an organization into the future within the context of a value set that is shared by all organization members. Leadership will be defined as those values-based actions that move an organization successfully toward its next iteration based upon rational and data-driven views of how an organization works. (Pre-class assignment due first night of class).

GMP 5240 Advanced Organizational Development (EL, HR) 3 cr.

Materials, techniques, and models currently being used as part of intentional change strategies used to solve people problems that exist in organizations—for both small groups and large systems. Actual research will be undertaken to study resolution of live conflict situations.

Prerequisite: Completion of all core courses.

GMP 5260 Labor Relations: Principles, Problems, and Cases (HR) 3 cr.

An examination of labor relations in depth, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration, and other types of dispute resolution case problems based on actual situations that are utilized to acquaint union-management relations.

GMP 5300 Career Development (HR) 3 cr.

Work and professional careers are an important component and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering, and analysis that are taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at the individual student who wants to improve his or her abilities as to aspiration and skills and with real world opportunities.

GMP 5320 Management Communications (EL, HR) 3 cr.

This course will explore various problems associated with communications in business and offer selected concepts designed to correct them. Students will participate in experiential learning via numerous exercises to increase their communication skills.

GMP 5360 Human Resource Development (EL, HR) 3 cr.

Topics to be covered include personnel planning; recruitment and selection; employee evaluations; performance appraisal and assessment centers; and training and development.

GMP 5365 Seminar in Hiring and Developing Employees (HR) 3 cr.

This course focuses on the strategies and tools that HR professionals use to recruit, hire and retain employees. Specific attention will be paid to job placement, job design and job redesign. Human resource planning will also be discussed.

GMP 5375 Employee Health and Reward Systems (HR) 3 cr.

This course examines the strategies and options available to maintain employee health, as well as compensation administration. Job evaluation, incentive systems and work sampling will be considered. A strong course focus will be on pay for performance. Innovative approaches that have been used by a variety of organizations will be studied.

GMP 5380 Special Topics in Human Resource Management (HR) 3 cr.

- (1) Quality of Work Life
- (2) Second Career Decision and Midlife Change
- (3) Conflict Management–Team Management
- (4) Job Analysis, Job Design, and Job Enrichment
- (5) Incentive Systems and Incentive Contracting
- (6) Management Education and Training

GMP 5385 Organization Consultation (HR) 3 cr.

This course addresses the use of internal/external consultation processes in organizations. The framework of consultation as helping organizations reach a level of optimum performance will be utilized. Organizations will be treated as learning systems. Individual consulting styles will be analyzed.

GMP 5420 Ethical and Legal Issues in Health Services (EL, HSA) 3 cr.

This course is a special topics course that will allow students the opportunity to investigate up to three topics of particular concern to the health field. Sample topics include but are not limited to national health insurance, legal/ethical issues of health care, health regulation, and quality assurance.

GMP 5425 Health Services and Informatics (HSA) 1 cr.

This course integrates strategic thinking with information systems structure and information management. Objectives include the development of strategic insight and an appreciation of the pervasive nature of information flow as an integrating force within the organization and the methods by which its enhancement furthers attainment of the strategic goals of the enterprise and promotes the well-being of the community at large. The student would bring open attitudes toward the role of information in health care, and should be prepared to think beyond known models and products.

GMP 5426 Integrated Health Systems Analysis (EL, HSA) 3 cr.

This course offers analyses of the major restructuring in health care delivery and financing systems. Students will study the underlying premises and assumptions of integrated delivery systems. Major outcomes of the course are to determine managerial effectiveness and increase the value of health care organizations to communities.

GMP 5430 Health Administration and Management (HSA) 3 cr.

Managerial policies in the management of health care facilities. Budgeting and cost effectiveness analysis. Development of health information systems and health delivery models.

GMP 5440 Health Policy Development (EL, HSA) 3 cr.

The course investigates the linkages between the issues facing health professionals and the policies developed to deal with these issues. The roles of research and evaluation as they affect planning and the impact of regulatory agencies, as well as other sociopolitical factors in health policy, will be examined.

GMP 5443 Economics of Health Services (HSA) 3 cr.

Every student will demonstrate an understanding of the laws and principles of economics at the micro and macro levels and their impact on health service organizations. Topics to be studied include national health insurance plans and national health policies.

GMP 5445 Health Research and Evaluation (HSA) 3 cr.

This course introduces the student to basic concepts and principles of research. The student will be able to analyze typical research reports in the field and to prepare a research project.

Prerequisite: Business Statistics or GMPF 5002.

GMP 5447 Principles of Managed Care (EL, HSA) 3 cr.

This course offers the acquiring and applying of principles of marketing to practical problems and situations in a variety of health care organizations. Among the assignments is developing and defending a market plan based on a strategic plan of the organization. Approaches to quality assessment of health services and cost constraints in a competitive environment are also analyzed.

GMP 5450 Public Administration Theory and Practice (MP) 3 cr.

Students will gain an understanding of the theory and current practice relating to government organizations and their program objectives and will be able to analyze public sector needs, operations and decision from a comparative perspective.

GMP 5451 Managing Information and Technology in the Public Sector (MP) 3 cr.

Students will learn general applications of public sector product and service technologies, and will apply information technologies to gather, analyze, and manage information to solve problems, make decisions, and to gain a vision of how advanced information technologies will shape the public sector in the 21st century.

GMP 5455 Conflict Resolution in Government (EL, MP) 3 cr.

Students will gain an understanding of the high cost of needless conflict involving public and jurisdiction resources; and learn techniques to resolve these disputes.

GMP 5460 Legal, Ethical, and Social Values in the Public Sector (EL, MP) 3 cr.

Students will gain an understanding of the meaning and importance of the law, ethics, personal morality, and public social responsibility; and will exhibit moral, ethical, and socially responsible behavior; and will be able to analyze public sector decisions from a legal, ethical, and social responsibility perspective.

GMP 5475 Strategic Management of Health Care Organizations (EL, HSA) 3 cr.

Students will use financial forecasting computer software to facilitate decision making about health care organizations. They will lead discussions about the interpretation of financial statements and ratios, administrative charges, and strategic planning. Pro forma models are extensively used.

GMP 5480 Public Policy Analysis (EL, MP) 3 cr.

Students will gain a working knowledge of public sector policy making and be able to analyze public policy problems and to understand how public policy is formulated, decided upon, and implemented. **Prerequisite:** GMP 5450.

GMP 5495 Leading the Public Organization (EL, MP) 3 cr.

Students will develop the leadership skills to create and produce desired organizational outcomes in the public sector; using major analytical concepts and tools needed by public managers to convert competencies into performance. **Prerequisite:** GMP 5450.

GMP 5530 Money Market and Monetary Institutions (EL) 3 cr.

The function of financial intermediaries; the use of short-term debt and the effective management of cash resources; the nature of and risks involved in the use of short-term financing. **Prerequisite:** GMP 5080.

GMP 5550 Sales Management (EL) 3 cr.

The training, motivation, and effective management of the sales staff. A survey of current marketing and sales management concepts and relationships, with emphasis on management of selling activities and the outside sales force as one major phase of marketing management. Topics covered include a thorough discussion of all elements of the sales management process, via organizing, recruiting, selection, training, motivating, compensating, supervising, and controlling the sales force. **Prerequisite:** GMP 5070.

GMP 5560 Advanced Financial Policy (EL) 3 cr.

The course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures. **Prerequisite:** GMP 5080.

GMP 5574 Customer Service Management (EL) 3 cr.

This course will introduce and examine a broad range of theory and practical applications for managers and direct contact employees in today's service organization. Focus will be on managing each "moment of truth" or critical contact between the customer and the front line service employee. Emphasis will be on those organizations that have become service "super-stars" and the key techniques they utilize. The contents will establish the crucial link between sound human resource policies and customer service excellence. The course will rely heavily on participants' background and managerial skills to develop successful strategies and systems that can be implemented in their own organization. **Prerequisite:** GMP 5070.

GMP 5620 Investment Principles and Policies (EL) 3 cr.

The managerial aspects of investment policy and relation of investment strategy to money markets and business cycles. **Prerequisite:** GMP 5080.

GMP 5713 Accounting Theory (AC, EL) 3 cr.

The study of generally accepted accounting principles (GAAP) as they affect today's practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement of income influence of professional standards, and the future of the profession are examined.

GMP 5715 Advanced Auditing (EL) 3 cr.

Examination of financial statements and systems from the viewpoint of an independent auditor. Emphasis is on the methodology and practical applications of auditing techniques and the professional standards that bear on audit performance and reporting.

GMP 5716 Governmental Auditing (EL) 3 cr.

With the passage of the Single Audit Act of 1984, all state and local government units that receive \$100,000 or more must be audited every year by a single independent auditor. This course discusses in detail the auditing techniques and requirements prescribed by the act.

Prerequisite: GMP 5715 or equivalent.

GMP 5717 Auditing for Fraud (EL) 3 cr.

This course covers deceptions which are reported or implied in accounting records. The topics that are part of this course include: fraud auditing, legal proceedings, being an expert witness, and the professional responsibilities of the CPA. **Prerequisite:** GMP 5715 or equivalent.

GMP 5725 Financial Statement Analysis (AC, EL) 3 cr.

A review of financial statements for fairness and completeness in reporting. Focus is on the analysis of financial statements and related footnotes from the standpoint of the different users of financial reports.

GMP 5731 Accounting Information Systems (AC) 3 cr.

Focuses on the design, implementation, and evolution of accounting information systems with emphasis on the internal control implications of EDP systems.

GMP 5733 Advanced Managerial Accounting (AC, EL) 3 cr.

An advanced-level discussion of variance analysis, cost allocation, transfer pricing, and the use of modeling to solve business problems.

GMP 5735 Controllership (EL) 3 cr.

A seminar on the function of the financial controller including his or her role in planning, controlling, reporting, and administering in today's business environment.

Prerequisite: GMP 5733.

GMP 5736 Internal and Operational Auditing (EL) 3 cr.

A seminar that investigates the duties and responsibilities of the internal auditor with an emphasis on operational auditing. **Prerequisite:** GMP 5715 or equivalent.

GMP 5737 Budgeting and Profit Control (EL) 3 cr.

The two primary functions of managers are planning and controlling operations. This course discusses the tools and techniques necessary to accomplish those tasks.

GMP 5751 EDP Auditing (EL) 3 cr.

Focus is on the audit of computerized accounting systems as an integral part of the audit of the financial statements. Course discusses the reviews and tests performed on computerized systems. **Prerequisite:** GMP 5731 and GMP 5715 or equivalent.

GMP 5753 Fund Accounting (EL) 3 cr.

An in-depth exposition of the current standards and specialized accounting practices of state and local governments, school systems, colleges, universities, and hospitals.

GMP 5756 International Accounting (EL) 3 cr.

Focus is on the evolution of the international dimensions of accounting and national differences in accounting thought and practice, problems, and issues.

GMP 5761 Taxation of Individuals (AC) 3 cr.

An in-depth analysis of the federal income tax structure, use of tax services, and the concept of taxable income for individuals.

GMP 5762 Taxation of Corporations and Partnerships (AC) 3 cr.

A continuation of the study of the federal income tax structure, use of tax services and the concept of taxable income as it relates to corporation and partnerships.

Prerequisite: GMP 5761.

GMP 5763 Taxation of Estates, Trusts, and Gifts (EL) 3 cr.

Advanced study of and research in tax law with emphasis on estate, trust, and gift taxes.

Prerequisite: GMP 5762.

GMP 5764 Taxation of Pensions, Profit-sharing Plans, and Tax-exempt Organizations (EL) 3 cr.

The course looks at the federal tax advantages of pensions and profit-sharing plans, with emphasis on ERISA. The taxation of tax-exempt organizations with emphasis on "unrelated activities," is also examined. **Prerequisite:** GMP 5762.

GMP 5766 International Taxation (EL) 3 cr.

This course surveys the U.S. income tax on foreign-earned income. The taxation methods of other countries are also examined. **Prerequisite:** GMP 5762.

GMP 5767 State of Florida Taxes/IRS Practices and Procedures (EL) 3 cr.

A two-component course. One component investigates the taxes levied by the State of Florida. The other component emphasizes IRS rules, procedures, and techniques.

Prerequisite: GMP 5762.

GMP 5769 Tax Planning and Research (EL) 3 cr.

This course is an in-depth study of the tax-planning process and research tools that are available to both the professional business manager and tax practitioner. **Prerequisite:** GMP 5762.

GMP 5781 Business Law I (EL) 3 cr.

Introduces and amplifies the major legal requirements that will be encountered by the professional accountant. Topics will include the Uniform Commercial Code, contracts, agency and accountants' legal liability and responsibilities.

GMP 5782 Business Law II (EL) 3 cr.

A continuation of GMP 5781. **Prerequisite:** GMP 5781.

GMP 5801 Macroeconomics (IB) 3 cr.

An exploration of the nature and components of aggregate demand in an economy and consideration of relevant explanatory theories. Focuses on understanding the forces producing fluctuations in the economy and structure of policies that seek to manage them. Considers the role of domestic government, financial markets, and global economy as interdependent variables. **Prerequisite:** Undergraduate macroeconomics or GMPF 5003.

GMP 5803 Comparative Economic Systems (IB) 3 cr.

An analysis of the principles and criteria as a basis for assessing and evaluating the economic systems of the world. The theory of free market mechanisms is presented and the effect of degrees of divergence are evaluated. Economic systems ranging from United States-style capitalism to the state-planned economy of China are considered. **Prerequisite:** Undergraduate macroeconomics or GMPF 5003.

GMP 5806 International Economics (IB) 3 cr.

Focuses on understanding the international flow of goods and services and the implications and effects of financial and monetary policies. Includes consideration of trade theories and policies; money, interest and exchange rates; flows of funds and balance of payments; and the international monetary systems. **Prerequisite:** GMP 5801.

GMP 5809 International Accounting (IB) 3 cr.

The evolution of the international dimensions of accounting are reviewed. It examines aspects of foreign corporate tax law as it relates to transfer pricing, currency transactions, etc. Country accounting methods are also compared with an emphasis on understanding the impact of generally accepted accounting principles on MNCs. **Prerequisite:** Undergraduate accounting or GMPF 5001.

GMP 5812 International Legal Environment (IB) 3 cr.

A comparative survey of the legal and administrative systems relevant to operations and transactions of international business and multinational enterprises. Topics include legislation and rules concerning: business organization, ownership and control; commercial transactions, banking, and foreign exchange; social/welfare and labor; tariffs and non-tariff barriers; and importation procedures.

GMP 5815 International Finance and Investments (EL, IB) 3 cr.

Considers the traditional areas of corporate finance from the perspective of the implications of international operations. Particular attention is paid to capital management and investment analysis together with financing strategies. **Prerequisite:** Undergraduate corporate finance-required; GMP 5806-preferred.

GMP 5818 International Business Environment (EL, IB) 3 cr.

Considers the traditional areas of corporate finance from the perspective of the implications of international operations. Particular attention is paid to capital management and investment analysis together with financing strategies. **Prerequisites:** GMP 5833 and GMP 5821.

GMP 5821 Comparative International Management (IB) 3 cr.

Management philosophies and practices of the United States are compared and contrasted with those of other nations. Historical and cultural developments effecting business management in Europe, Asia, and North and South America are covered in developing a framework for analysis of identified differences. The impact of such differences on the design of formal organization and operations are also explored. **Prerequisite:** Undergraduate management.

GMP 5824 International Operations and Management (IB) 3 cr.

This course provides an assessment of the strategies for operating in the global marketplace and reviews the business and organizational options—ranging from agency representation and licensing arrangement, through subsidiaries and joint ventures, to geo-business. The course emphasizes business relationships and organizational structure and their impact on operational effectiveness and control. **Prerequisite:** Undergraduate management.

GMP 5827 Import/Export Management (IB) 3 cr.

Provides a comprehensive review and analysis of the elements of import/export activities from operations planning to documentation and transportation. Considers role of service providers, free trade zones, export regulations and control, and import tariff structures.

GMP 5833 International Marketing (EL, IB) 3 cr.

An overview of the unique aspects of marketing in the global economy that provides a framework for analysis. Emphasis is placed on the development of strategies for markets in diverse cultural, political, and economic situations. Focuses on foreign market analysis, target market identification, product planning, promotion, and channels of distribution.

Prerequisite: GMP 5821 and GMP 5812.

GMP 5839 International Competitiveness (IB) 3 cr.

This course presents a comparative analysis of the basis of competition in the global marketplace. It covers both macro and micro issues from national policy to business strategy and planning. It affords opportunity for an assessment of the methods employed by both governments and firms in striving for long-term economic development and industrial and commercial strength. **Prerequisites:** GMP 5803 and GMP 5824.

GMP 5847 Field Experience (IB) 4 cr.

A practical exercise focused on gaining perspective understanding of foreign business environments and practices. Its two components begin with academic research of a target country or region. This is followed by an organized visit to the country focusing on developing first-hand insights. Emphasis is on the cultural and institutional impact on the conduct of business and lifestyle.

GMP 5920 Managing Innovation and Entrepreneurship (EL) 3 cr.

This course explores the management of innovation, developing and launching new products/

services, and building and creating an entrepreneurial climate within the context of the larger organization. Issues such as risk taking, new venture championing, and new venture financing will be addressed. Finally, identifying and supporting creative opportunism along with leading the creative process will be discussed.

GMP 5940 Managing the Consulting Process (EL) 3 cr.

The purpose of this course is to provide students with a detailed understanding of the purpose, process, and practice of managing a successful consulting practice. Some of the major topics addressed in this course include report writing, negotiating, interviewing, conducting feasibility studies, and marketing the consulting practice.

GMP 5951 Management Information Systems for Health Administration (HSA) 3 cr.

This course reviews the use of computers in the health care industry. The student will learn different types of computer systems and the use of software packages.

GMP 5953 Special Topics in Medical Management (EL) 3 cr.

This course will be presented in selected evening sessions throughout the program. Guest lecturers will introduce special topics in such areas as: Medicare and Medicaid; Challenges, Changes, and Opportunities in an Era of Health System Reform; Principles of Reimbursement from Third Party Payors; Evaluation and Sustained Patient Satisfaction; Practice Parameters; Health Care Delivery Concepts; Evaluation of Managed Care Plans.

MMIS 620 Management Information Systems (EL) 3 cr.

The application of information system concepts to the collection, retention, and dissemination of information for management planning and decision making. Conceptual foundations, structure, planning, and development of management information systems. The role of MIS in an organization and the fit between the system and the organization.

MMIS 630 Databases in MIS (EL) 3 cr.

The application of database concepts to management information systems. Design objectives, methods, costs, and benefits associated with the use of a database management system. Tools and techniques for the management of large amounts of data. Database design, performance and administration. File organization and access methods.

MMIS 653 Telecommunications and Computer Networking (EL) 3 cr.

The role of telecommunications and computer networks in management information systems. Technical fundamentals and design of telecommunications and computer networks. Strategies, tools, and techniques for network planning, implementation, management, maintenance, and security. Topics include ISDN and B-ISDN, the OSI Model, transmission media, network operating systems, topologies, configurations, protocols, and performance characteristics.

CFP I Fundamentals of Financial Planning (EL)

This course introduces students to the fundamental issues of personal financial planning. The course construct is based on the learning objectives specified by the CFP Board of Standards with emphasis on the process of financial planning. This course is designed to provide students with an understanding of the concepts of the financial planning process, the economic environment,

the time value of money, the legal environment, financial analysis, and ethical and professional considerations in financial planning. This course is intended to be first of a series of six courses in a preparatory program for the CFP comprehensive examination and is designed to meet the educational requirements for certification in financial planning.

CFP II Insurance Planning (EL)

This course introduces students to the application of insurance planning and risk management in personal financial planning. This course is designed to provide students with an understanding of the concepts of identification of risk exposure, legal aspects of insurance, property and liability policy analysis, life insurance policy analysis, health insurance policy analysis, employee benefits, social insurance, insurance regulation, and principles of insurance taxation.

CFP III Investment Planning (EL)

This course introduces students to investment planning in the personal financial planning process. The course is designed to provide students with an understanding of the concepts of investment regulation, client assessment, investment theory, environment and financial markets, strategies and tactics, modern portfolio theory, and integration.

CFP IV Income Tax Planning (EL)

This course introduces students to the application of income tax planning in personal financial planning. This course is designed to provide students with an understanding of the concepts of the fundamentals of income taxation, tax computations and concepts of tax planning.

CFP V Retirement Planning and Employee Benefits (EL)

This course introduces students to the application of retirement planning and employee benefits in personal financial planning. This course is designed to provide students with an understanding of the concepts of the ethical considerations, social security and Medicare benefits, retirement plan types, qualified plan characteristics, distributions and distribution options, group insurance benefits, other employee benefits, and analysis of retirement factors.

CFP VI Estate Planning (EL)

This course introduces students to the application of estate planning in personal financial planning. This course is designed to provide students with an understanding of the concepts of the fundamentals of estate planning, estate planning considerations and constraints, tools and techniques for general estate planning, and the tools and techniques for special estate planning situations.

CFP VII Comprehensive Review (Optional)

This course construct is based on the learning objectives specified by the CFP Board of Standards. This course provides a summary of the six component courses of the financial planner program in preparation for the CFP comprehensive examination. The course is designed to review the educational requirements for program participants who have completed the six courses and for Certified Public Accountants (CPA) and Attorneys who are challenging the CFPBS comprehensive exam.

The Doctoral Division

The educational emphasis of the School of Business and Entrepreneurship's (SBE) professional doctoral degree programs is a balance of theory, pragmatic decision making and problem solving. The Doctorate in Business Administration (D.B.A.) program is a general program for those with a strong master's degree in business, or who have completed a set of prerequisite business courses and who want a broad-based, general business degree. Additionally, it is well suited for those who want to teach or specialize in accounting, finance, health services administration, human resource management, information technology management, international management, or marketing. The Doctorate in Public Administration (D.P.A.) is designed for those who aspire to be senior managers in the public sector or to teach in the public sector disciplines. The Doctorate in International Business Administration (D.I.B.A.) provides more intensive instruction in the global aspects of business than the D.B.A. or D.B.A.-IM (International Management) programs. Students in the D.I.B.A. program should have an M.B.A., or equivalent, and a desire to work in the cultural environment of global firms. Graduates of these doctoral programs are amply prepared as practitioner-academics to work with and teach mature undergraduate and graduate students in need of exposure to both practical applications and theoretical constructs in business, international business, or public administration.

The professional orientation of these doctoral programs encourages the application of classical theory and research methodology to resolving strategic problems of decision making by high-level corporate and government personnel. The curricula of the programs are carefully balanced to ensure depth and rigor associated with doctoral education across the various disciplines. Students demonstrate their competencies through implementation of research that culminates in the doctoral dissertation. The dissertation is a significant element of the programs. The research is analytical, theoretically based, and problem centered. The dissertation demonstrates the ability of candidates to meet the challenges of their professional milieu in a thorough, systemic, and responsible manner.

The Nova Southeastern University professional doctoral programs contribute to the developmental growth of accomplished individuals by providing them the opportunity to exchange ideas with peers and faculty who are both academics and practitioners. Many NSU faculty are recognized leaders in their fields, with strong teaching skills and active consulting practices. NSU alumni are recognized leaders in business, industry, government, and education. Their NSU experience has led to individual growth and development, as well as increased productivity in terms of both efficiency and effectiveness for their organizations. The NSU student/graduate is a self-actualizing individual who seeks to improve upon his or her already considerable professional accomplishments. The pragmatic curricula and research focus of the NSU programs facilitate the accomplishment of such goals.

GENERAL INFORMATION ON DOCTORAL PROGRAMS

The curricula in the doctoral programs offered by the School of Business and Entrepreneurship are designed to meet the educational and professional development needs of upper-level business executives, teachers, government administrators, and consultants in the fields of business, public administration, and international business. More than half of our students teach in colleges and small universities. Students benefit from a rich cross-fertilization of ideas and perspectives on problem solving through peer interaction across disciplines.

Program Schedule

The academic year is divided into three terms. Regular format courses are scheduled to meet for three full weekends all day Saturday and Sunday—one weekend per month for three months. National seminars meet for six consecutive days and are scheduled three times per year. Students generally attend three courses and one national seminar or workshop per year to maintain their active status. Generally speaking, there are eight classes, two national seminars, one Professional Studies workshop (in conjunction with attendance at a professional conference), 18 hours of dissertation track, and the comprehensive examination. The program is designed to be completed in four years by students who do not interrupt their matriculation.

Doctoral Admission Requirements

The goal of the admission process is to identify candidates who exhibit high potential for success in the business and educational environments. Applicants are evaluated on the basis of demonstrated academic achievement as evidenced by their graduate GPA in the form of official graduate transcripts, score on the Graduate Management Admission Test (GMAT), or Graduate Record Examination (GRE), and their professional experience as described in the application. Test scores that date more than five years prior to the date of program application are not valid.

Admission requirements for applicants wishing to matriculate in any doctoral program offered by the School of Business and Entrepreneurship include:

1. A completed doctoral application form with a nonrefundable application fee.
2. An earned master's degree (preferably in business).
3. Specific foundation courses with a B or better at the master's level.
4. A career essay dealing with professional development goals and objectives as well as demonstrating the ability to express your reasons for entering the doctoral program.
5. A resume or "curriculum vitae" with detailed explanation of previous and present employment responsibilities demonstrating at least five years of professional-level experience in business, industry, government, military service, education, or consulting.
6. Official transcripts in English of previous graduate course work, received directly from each institution attended. If transcripts were issued under a previous name, please attach a note to your application indicating this. Transcripts and all information concerning admission to the program should be sent to: Nova Southeastern University, Doctoral Programs, School of Business and Entrepreneurship, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.
7. A completed library information survey.
8. Own or have access to a personal computer and modem, that can be used to complete course work, and have a fundamental understanding of computers.

Provisional acceptance may be granted for 45 days by submitting copies of graduate transcripts showing the degree conferred (official transcripts must be received within 45 days of application) and/or examinee copy of score report from the GMAT, GRE, or TOEFL (official score report must be received within 45 days of application). Students with provisional acceptance may register for one term. Registration for future terms is contingent upon receipt of the above documents.

In addition to items 1 through 8 above, the following criteria also apply. The program director reserves the right to request additional information from the applicant.

Graduates of regionally accredited institutions:

Applicants will be considered for admission with:

- A master's degree from a regionally accredited institution with a graduate GPA of 3.25 or greater on a 4.0 scale **AND**
- A GMAT score of 450 or greater (or GRE score of 1000 or greater+) **OR**
- A score of 450 or greater on the professional portfolio

Applicants whose graduate GPA is greater than or equal to 3.0 but less than 3.25 from a regionally accredited institution must submit a GMAT score of at least 450 (or GRE score of at least 1000+) and attain a score of 450 or greater on the professional portfolio to be considered for admission.

Applicants whose graduate GPA is less than 3.25 and GMAT score is less than 450 (or GRE score is less than 1000+) are encouraged to take the appropriate steps to raise their GPA and test score to be considered for admission.

Applicants with an earned doctoral degree from a regionally accredited institution or a foreign degree that is equivalent (a professional evaluation may be required) will be considered for admission on the basis of an official transcript showing the degree conferred.

Graduates of nonregionally accredited institutions:

Applicants with a master's GPA of 3.25 or greater on a 4.0 scale from nonregionally accredited institutions and a score on the GMAT of 450 or greater (or GRE score of 1000 or greater+) may be required to submit additional information at the program director's discretion.

Applicants whose master's GPA is less than 3.25 and GMAT score is less than 450 (or GRE score is less than 1000+) are encouraged to take the appropriate steps to raise their GPA and test score to be considered for admission.

+ Based on the sum of the verbal and quantitative section scores.

Graduates of foreign institutions:

Applicants with a master's degree from a foreign institution may be considered for admission with:

- Determination that the degree is equivalent to a U.S. master's degree (a professional evaluation may be required) **AND**
- Determination that the GPA is 3.25 or greater on a 4.0 scale (a professional evaluation may be required) **AND**

- A Test of English as a Foreign Language (TOEFL) official score of 550 or greater or equivalent as outlined below **AND**
- A GMAT score of 450 or greater (or GRE score of 1000 or greater+) **OR**
- A score of 450 or greater on the professional portfolio.

Applicants whose master's GPA is less than 3.25 and GMAT score is less than 450 (or GRE score is less than 1000+) are encouraged to take the appropriate steps to raise their GPA and test score to be considered for admission.

While an official TOEFL score of at least 550 is required to be considered for admission, applicants scoring from 500 to 549 will be asked to retake the TOEFL or enroll in the Intensive English course. Offered in the fall and winter terms on the Fort Lauderdale campus only, the course is designed to increase the student's understanding of written and spoken English. At the end of the course, students are required to pass the comprehensive examination. Students who pass the comprehensive examination are not required to retake the TOEFL. The TOEFL may be waived at the discretion of the program director for applicants satisfying a personal interview requirement or who have successfully completed university degree programs conducted in English.

+ Based on the sum of the verbal and quantitative section scores.

The Admissions Committee

The Admissions Committee for the doctoral programs is comprised of faculty members in the School of Business and Entrepreneurship. The Program Office is responsible for assembling each applicant's credentials for review by the committee. The Director of the Doctoral Programs officially notifies applicants of their admission status, as well as changes in status throughout their matriculation.

Doctoral Publication Requirement

The publication requirement of the doctoral programs is designed to demonstrate students' research, writing, and presentation abilities that have been acquired and/or refined through their doctoral studies. The ability to analyze problems, undertake original research, or integrate programmatic materials for dissemination to a broader public is one of the traditionally accepted measures of doctoral education. For students in a specialty area, the publication should significantly advance knowledge in that area. For students in the general D.B.A. or D.P.A. Programs, the publication should significantly advance knowledge in a legitimate management or public administration area of choice. The following accomplishments as acceptable evidence of satisfaction of the doctoral publication requirement:

1. An article published in an academic journal or similar publication.
2. Article published in the proceedings of a national professional conference such as the Academy of Management or the American Society for Public Administration, where rigorous criteria must be met.
3. Report or monograph published by a professional organization, corporation, or public agency where rigorous criteria for selection can be demonstrated.
4. Other printed materials may be submitted for consideration. Such materials will be judged upon their academic content.
5. The student's status as a doctoral candidate of the NSU/SBE doctoral programs in business should be noted in the documentation of the article, if at all possible.

Publications, along with supporting documentation, should be submitted to the Director of Doctoral Programs.

Comprehensive Examination

Students seeking the doctoral degree are required to sit for a Comprehensive Examination when all course work has been completed.

Foundation Course Satisfaction

Those students who must complete program foundation courses may enter their program of study on a conditional or provisional basis; however, they may not enroll in any doctoral course that has a specific knowledge prerequisite associated with any foundation course until such course(s) have been completed. Foundation courses, as well as any other outstanding requirements, must be satisfied before the student is eligible to take the Comprehensive Examination. Students are encouraged to complete outstanding foundation course work during their first year in the program.

Options for completing any foundation course requirement include enrolling in a master's level course through NSU or another regionally accredited university. Any foundation course taken through NSU will appear on the student's transcript, although the grade will not be included in the student's cumulative doctoral grade point average. Satisfactory completion of foundation courses requires grades of B or better.

Master's-level foundation course requirements are as follows:

D.B.A.; D.B.A.-Finance; D.B.A.-International Management; and D.I.B.A.:

Management or Organizational Theory, Quantitative Methods or Statistics, Economics (Micro/Macro), Finance or Accounting, Marketing.

D.B.A.-Accounting:

Management or Organizational Theory, Quantitative Methods or Statistics, Finance, Marketing, Accounting (sufficient background).

D.B.A.-Health Services Administration and D.B.A.-Marketing:

Management or Organizational Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing.

D.B.A.-Human Resource Management:

Management or Organization Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing, Human Resource Management or Personnel.

D.B.A.-Information Technology Management:

Management or Organizational Theory, Quantitative Methods or Statistics, Finance or Accounting, Marketing, and Management Information Systems.

D.P.A.:

Management or Organizational Theory, Quantitative Methods or Statistics, Economics (Macro/Micro).

Dissertation Track

The dissertation is the culmination of the doctoral program. The dissertation demonstrates the ability of the student to design and implement a major piece of research that has both theoretical and practical significance. In part, the dissertation teaches the student the strengths and limitations of applied research; it also demonstrates the student's ability to link theory to analysis and strategy to operations in the real world.

The student is assisted in the dissertation process by an academic committee of three professors. Students are provided with dissertation guidelines that describe in detail the philosophy and the scope of the dissertation. The courses supporting the dissertation constitute a track separate and aside from the rest of the course work. The student progresses along this track only as ready. As the dissertation evolves in the student's mind, he/she progresses along the track. The Applied Research Development course (CSA 6081) is the starting point for this track and will provide the guide by which dissertation research will be conducted and presented. The student should take this course the first year he/she is in the program. The Seminars in Research Techniques (CSA 6082) and Research Methods (CSA 6083) are designed to prepare a student in statistical techniques and methods that are used in dissertation research. CSA 6081, CSA 6082, and CSA 6083 are two credits each and are available as three-day classroom seminars.

The dissertation process is broken down into its component parts to facilitate student progress. First, the student identifies his or her research area. Next, he or she conducts a comprehensive introduction and literature review focusing on the research questions at hand. The literature review should assist in the identification and explication of the research methodologies used in research efforts. A formal dissertation proposal is the blue print for the research project. This proposal is approved by the dissertation committee and reviewed by the Director of Research. Data collection, analysis, interpretation, assessment, and evaluation are in accordance with the plan described in the proposal. The summary and conclusions flow naturally from this point. Once the study is complete, it is presented in accordance with the *APA Style Manual*.

Active Status, Inactive Status, and Reinstatement

Requirements for financial aid are generally more stringent than the requirements for continuous registration as stated herein. (See paragraph on financial aid, p. 13.) Students are considered actively engaged in graduate study if they are enrolled in one doctoral or foundation course or enrolled in a two-credit workshop or seminar in a given term. Students are considered active during a term in which they satisfy all requirements for a course in which they had previously received a grade of "I." Students are also considered active during the term in which they are preparing for their Comprehensive Examination, provided they sit for the exam in that term. Finally, students registered for two dissertation credits, for any two-credit seminar, or for their readings course are considered to be actively enrolled under the same conditions as if they were enrolled in a regular course with monthly meetings.

Students who fail to register for and complete any regular course, seminar, workshop, advanced readings course, dissertation credits, Comprehensive Examination, or computer mediated instruction for three consecutive terms will be reclassified an inactive student.

A student who is inactive may petition for *reinstatement*. There is a \$100 reinstatement fee, which must accompany an official request for reinstatement. Students petitioning for reinstatement will be required to meet all program requirements in effect at the time of reinstatement. Standards for admission change and one must meet those updated standards to be considered for readmittance. The University reserves the right not to reinstate any student who was on academic probation at the time he or she interrupted matriculation, was not in good financial standing, or does not meet the current admission requirements as determined by the admissions committee. Such students petitioning for reinstatement may be required to re-enroll in certain courses or seminars.

Attendance Policy

Since regular format courses meet one weekend per month for three months and seminars and workshops meet for intensive one-week periods, attendance is mandatory at all scheduled sessions. Missing even one day may require traveling to another cluster site for make-up or cause an incomplete grade to be awarded until make-up can be arranged. Students are cautioned that they will jeopardize their grades in courses, as well as their overall performance in the program, should they miss classes. Incompletes are given at the discretion of the professor in a course. Students must present appropriate reasons when requesting an incomplete.

Withdrawal and Refund Policy

Students are entitled to a refund of all payments (not including registration/application fee; not to exceed \$100) if the registration agreement is cancelled by the student within 10 days of signing the registration agreement or when payment is required.

In addition, students will receive a full refund of tuition payments, and registration/application fees paid if they do not meet minimum admissions requirements, or for a cancelled course, seminar, workshop or a cluster that does not begin.

After the first day of instruction, students who inform the Doctoral Program Office of their intention to withdraw will be entitled to a tuition refund based on the following schedule: during the first 70 percent of a course, seminar, workshop, or summer institute, a withdrawing student will receive a refund for the percentage of time not attended (the minimum refund would be 40 percent).

Refunds will be made within 30 days after the effective date of withdrawal. No refund will be issued when more than 70 percent of a course is attended.

Example: Student attended two classes (16 clock hours) of a six-class (48 clock hours) course, for which the charge was \$2,200.

Based on number of classes

$6 - 2 = 4$ classes not attended

$4 \times 16 = 66.6$ percent of the term not completed

$66.6 \text{ percent} \times \$2,200 = \$1,465.20$ refunded

Based on clock hours

$48 - 16 = 32$ hours not received

$32 \div 48 = 66.6$ percent clock hours not completed

$66.6 \text{ percent} \times \$2,200 = \$1,465.20$ refunded

This policy is designed to meet or exceed refund requirements of various states, e.g., California, South Carolina, Washington, Indiana, Arizona, and Florida.

Time Limit

Students are expected to complete the degree program within eight years of their admission. Requests for extensions of this time limit are made to the Director of Doctoral Programs. Students are cautioned that they must maintain their active status in the program by taking courses and participating in program activities. Students who are classified as inactive must follow the process for reinstatement in the program to resume their studies.

Reinstated students may be required to retake course work that is more than six years old as a condition of their reinstatement to the program. All reinstated students will be subject to the specific course and degree requirements in effect at the time of their reinstatement in the program, as well as any specific requirements imposed as a condition for reinstatement. In practice, reinstatement is a readmission to the program as it is currently constituted.

The six-year period of validity of course work is applicable also to transfer credits at the time of admission to the program. Once accepted, transfer credits will age in the same fashion as credits taken at NSU dating from acceptance by NSU and placement on the student's transcript. Active duty military personnel required to interrupt their studies to undertake overseas assignments will be exempt from this policy. They will be required to produce appropriate evidence supporting this waiver of policy.

DOCTORATE IN BUSINESS ADMINISTRATION

Program Objectives

The Doctorate in Business Administration (D.B.A.) Program seeks to prepare senior-level management to assume increased responsibility in the areas of strategic decision-making; to prepare faculty members of small colleges and universities to teach; and to qualify such faculty for accreditation purposes. Both managers and academics benefit from extensive case studies, lectures from faculty who are selected from a nation-wide pool of teachers, and training in research that includes a unique 18-credit dissertation track. The D.B.A. program provides the practitioner and academic with a broad-based "common body of knowledge" set of courses that establish the business environment. Career option specialty areas permit those with a business background to focus on one of seven specialty areas. While the impact of government and of the increasingly global environment is discussed in all classes, the D.P.A. and D.I.B.A. programs are available for those who desire to specialize in these areas.

The D.B.A. program exposes mature students to the most advanced techniques of decision making. Case studies and research projects are used to develop the skills demanded by high-level staff and line positions. Graduates are executives, teachers, and consultants who use their professional training to innovate, experiment, design, and manage large systems within complex organizations in our increasingly multifaceted and multisector economy.

Program Philosophy

D.B.A. students are imbued with the philosophy that management is a professional discipline. The D.B.A. program curriculum consists of courses and seminars that cover the "common body of knowledge" in both quantitative and qualitative areas of management. Students are introduced to government operations through a seminar held in Washington, D.C. The theory and techniques of empirical research are introduced through three three-day seminars. Further exposure to modern academic thinking is obtained through participation in annual meetings of professional organizations, such as the Academy of Management annual meeting.

Curriculum

The curriculum consists of 60 graduate credits beyond the master's degree. The D.B.A. program operates on a year-round basis. All course work, seminars, workshops, and the comprehensive examination can be completed within three years. Each student progresses at his or her own pace in researching and writing the dissertation; the total length of time in the

program is normally about four years. Cluster classes meet monthly in a convenient weekend format at some 16 locations around the country. Students generally attend cluster courses at one location, but the option to schedule at different locations is available for those who are transferred, or who need a specific course when it is not available at the home cluster. This flexibility in scheduling is unique to the NSU program.

All students are required to attend a minimum of three courses away from cluster locations, in Fort Lauderdale, in Washington, D.C. and at the site of the designated professional association meeting.

The *Business and Public Policy Seminar* meets in the Washington, D.C. area generally in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

A *Professional Studies workshop* is held in conjunction with various professional association meetings each year. Students are encouraged to attend this workshop early in the program. Attendance and participation in such professional meetings is professionally broadening, an excellent introduction to research in your specialty area, a means of meeting others in your selected area of interest, and an introduction to academic research that leads to publication.

The *Professional Studies workshop* for D.B.A. candidates is held in conjunction with the Academy of Management annual national meeting, at a location that varies from year to year. Students selecting one of the career option specialties will attend a Professional Studies workshop in conjunction with national conferences within the selected field of study. At present, the following national conferences are employed for specialty workshop purposes; American Accounting Association, Financial Management Association, American Marketing Association, American College of Health Care Executives, Academy of International Business, Society for Human Resource Management, and Association for Information Systems.

A *Capstone Course*, titled **Strategic Decision Making**, is held on campus in Fort Lauderdale three times a year, in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing Part I of the Comprehensive Examination.

Curriculum Profile

The following curriculum profile of the D.B.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students pursue the program. New students should consult with their regional program manager or the graduate student advisors to develop a draft plan for completing the course and dissertation requirements.

General D.B.A. Program (Management Specialty)

		Credits
CSA 6072	Online Communications and Internet Competency	0
CSA 6010	Administrative Theory and Practice	4
CSA 6020	Organizational Behavior/Personnel Management	4
CSA 6030	Information and Decision Sciences	4

CSA 6040	Economic Analysis	4
CSA 6050	Operations Management	4
CSA 6060	Business and Public Policy Seminar	4
CSA 6080	Professional Studies workshop	2
CSA 6110	International Business and Finance	4
CSA 6120	Marketing Management and Research	4
CSA 6130	Financial Decision Making in Business	4
CSA 6140	Strategic Decision Making	4
CSA 6090	Comprehensive Exam - Part I	0
CSA 6089	Comprehensive Exam - Part II	0
CSA 6096	Professional Publication	0
* CSA 6081	Applied Research Development	2
* CSA 6082	Research Techniques	2
* CSA 6083	Research Methods	2
* CSA 6150	Readings in Business Administration (or 6151)	4
* CSA 6091	Dissertation I	2
* CSA 6092	Dissertation II	2
* CSA 6093	Dissertation III	2
* CSA 6094	Dissertation IV	<u>2</u>
Total		60

* Dissertation Track

Career Option Specialties

Specialty courses are substituted for selected "common body of knowledge" courses. Specialty courses are offered at the East Campus in Fort Lauderdale in a weeklong format, usually annually. Specialty students normally complete their dissertations in their specialty area, giving them up to 30 credit hours of work in the specialty area.

Career Option A: Accounting (ACC)

- CSA 6710 Seminar in Financial Accounting
 - CSA 6730 Seminar in Managerial Accounting
 - CSA 6740 Seminar in International Accounting
 - CSA 6760 Seminar in Accounting Information Systems and Auditing
 - CSA 6750 Readings in Accounting
- (Remove CSA 6010, 6040, 6110, 6140, and 6150)

Career Option B: Finance (FIN)

- * CSA 6510 International Finance
 - * CSA 6520 Financial Institutions
 - * CSA 6530 Financial Engineering
 - * CSA 6540 Investments & Taxation
 - CSA 6550 Readings in Finance
- (Remove CSA 6010, 6040, 6110, and 6150)

*** Select three of four**

Career Option C: Health Services Administration

- CSA 6610 Administrative Theory in Health Services
 - CSA 6620 Health Policy Analysis
 - CSA 6660 Legal Issues in Health Services
 - CSA 6650 Readings in Health Services
- (Remove CSA 6010, 6040, 6110, and 6150)

Career Option D: Human Resource Management (HRM)

- CSA 6315 Strategic Programming in HRM
 - CSA 6325 Employee Relations and Services
 - CSA 6330 Performance and Reward Systems
 - CSA 6370 Readings in Human Resource Management
- (Remove CSA 6010, 6040, 6110, and 6150)

Career Option E: International Management (IM)

- CSA 6410 International Management
 - CSA 6450 Comparative Government and Economic Systems
 - CSA 6470 International Legal Framework
 - CSA 6480 Readings in International Business
- (Remove CSA 6010, 6040, 6110, and 6150)

Career Option F: Information Technology Management (ITM)

- CSA 6910 Enterprise Architecture
 - CSA 6920 Telecommunications and Data Networks
 - CSA 6930 Applied Database Management Systems
 - CSA 6950 Readings in Information Technology Management
- (Remove CSA 6010, 6030, 6040, and 6150)

Career Option G: Marketing (MKT)

- CSA 6810 Marketing Theory
 - CSA 6830 Research Analysis for Marketing Decisions
 - CSA 6890 Marketing Topics
 - CSA 6850 Readings in Marketing
- (Remove CSA 6010, 6040, 6110, and 6150)

DOCTORATE IN PUBLIC ADMINISTRATION

Program Objectives

The Doctorate in Public Administration (D.P.A.) curriculum includes "common body of knowledge" courses designed to improve the understanding of the environment, functions of government, and the interface between government and business. Within this framework, seminars and specialty courses emphasize management of the public sector in legal, financial, and organizational matters. Problem solving is the driving principle; decision making techniques are tailored to problems of the public sector. Research is designed to acquire advanced knowledge of management and decision making needed to improve productivity in the public sector.

In short, the D.P.A. program assists the mature student in developing the most advanced techniques of decision making and in learning the necessary research skills that accompany high-level responsibility in government. The program develops executives, consultants, and teachers not only to be leaders, but also to use their professional backgrounds to innovate, experiment, and design and manage large systems in our increasingly complex and interrelated governmental structure.

Program Philosophy

The D.P.A. Program is built on the philosophy that management in government is a professional discipline. The D.P.A. program curriculum consists of courses and seminars that span the "common body of knowledge" of generic management and the quantitative aspects of decision making. The specialty courses of the curriculum include the development of the public administration profession and the public administration ethos; basic aspects of public budgeting and finance; comparative administrative systems; and, in the capstone course, the interrelated goals, objectives, and strategies of government and business. The emphasis on practical aspects of decision making in the public sector is highlighted through the reflections of current issues as defined by the American Society for Public Administration (ASPA) and other professional bodies. The role of government in the conduct of international commerce is examined in detail.

Curriculum

The curriculum consists of 60 graduate credits beyond the master's degree. The D.P.A. program operates on a year-round basis. All course work, seminars, workshops, and the comprehensive examination can be completed within three years. Since each student progresses at his or her own pace in researching and writing the dissertation, the total length of time in the program is about four years. Classes meet monthly in a convenient weekend format at cluster locations. D.P.A.-specific courses are offered at the District of Columbia area, Fort Lauderdale location, and at other selected sites. All students are required to attend a minimum of two courses away from cluster locations in Fort Lauderdale, Washington, D.C., and the site of the A.S.P.A. annual meeting.

The *Business and Public Policy Seminar* meets in the Washington, D.C. area generally in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

The *Professional Studies workshop* is held in conjunction with the American Society for Public Administration annual national meeting at a location that varies from year to year. Students may attend this workshop at any time while they are in the program, though the faculty recommends attendance as early in the program as possible.

A *Capstone Course*, titled **Strategic Decision Making**, is held on the East Campus in Fort Lauderdale three times a year in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing Part I of the Comprehensive Examination.

Curriculum Profile

The following curriculum profile of the D.P.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students pursue the program. New students should consult with their regional program manager or the graduate student advisors to develop a draft plan for completing the course and dissertation requirements.

The D.P.A. Program

		Credits
CSA 6072	Online Communications and Internet Competency	0
CSA 6010	Administrative Theory and Practice	4
CSA 6020	Organizational Behavior/Personnel Management	4
CSA 6030	Information and Decision Sciences	4
CSA 6040	Economic Analysis	4
CSA 6050	Operations Management	4
CSA 6060	Business and Public Policy Seminar	4
CSA 6080	Professional Studies workshop	2
CSA 6140	Strategic Decision Making	4
+ CSA 6220	Comparative Administrative Systems	4
+ CSA 6230	Financial Decision Making in Government	4
+ CSA 6240	Constitutional/Administrative Law and Ethics	4
CSA 6090	Comprehensive Exam - Part I	0
CSA 6089	Comprehensive Exam - Part II	0
CSA 6096	Professional Publication	0
* CSA 6081	Applied Research Development	2
* CSA 6082	Research Techniques	2
* CSA 6083	Research Methods	2
* CSA 6250	Readings in Public Administration	4
* CSA 6091	Dissertation I	2
* CSA 6092	Dissertation II	2
* CSA 6093	Dissertation III	2
* CSA 6094	Dissertation IV	2
Total		60
* Dissertation Track		
+ Offered at Fort Lauderdale only		

DOCTORATE IN INTERNATIONAL BUSINESS ADMINISTRATION

Program Objectives

The Doctorate in International Business Administration (D.I.B.A.) prepares business and government leaders, as well as management consultants, to engage in planning and decision making in the global business arena. Traditional strategic management concerns of business are treated from the perspective of multinational corporations. Opportunities and threats of the global business environment are related to both foreign and domestic company operations. The impact of cultural differences on marketing and management practices is emphasized throughout the program. Financial courses include an examination of international currency, and capital markets, and international banking.

The program is designed for advanced students of international relations, business and government executives, and consultants who seek to refine their decision making skills and to learn the necessary research techniques that accompany high-level responsibility in a global arena. Graduates enhance their professional expertise in international business, enabling them to innovate, experiment, and design and manage large systems within complex organizations in an increasingly global business environment.

Program Philosophy

The D.I.B.A. program substitutes courses with a global content for selected "common body of knowledge" courses. The curriculum of the international business administration program includes courses, seminars, and research activities that cover the spectrum of knowledge in both quantitative and qualitative areas of business within a global environment.

Curriculum

The curriculum consists of 60 graduate credits beyond the master's degree. There are selected management courses and seminars that are taken with D.B.A. students. In addition, there are specific international business courses and a *Professional Studies workshop* designed to meet the needs of the D.I.B.A. student. Courses are scheduled on a rotational basis in each of two formats. Some cluster classes meet on a weekend schedule, one weekend per month for three-months, while Fort Lauderdale classes are also available in an intensive six-day format once every four months. A typical student can expect to complete the course work within three years.

The Business and Public Policy Seminar meets in the Washington, D.C. area generally in April, August, and December. Students may attend the session of their choice. The session includes briefings by knowledgeable people in the Washington area, visits to government institutions, and the preparation of an issue paper on a current topic.

The Professional Studies workshop is held in conjunction with the meeting of the Academy of International Business, and includes topics of concern to the international business community as assessed by practitioners as well as leading scholars in the field. Students are encouraged to attend this workshop early in the program. Attendance and participation in such professional meetings is professionally broadening, an excellent introduction to research in your specialty area, and a means of meeting others in your selected area of interest.

A Capstone Course, titled **Strategic Decision Making**, is held on the East Campus in Fort Lauderdale three times a year in April, August, and December. Students may register for this seminar after completing all other courses and seminars in the program and passing Part I of the Comprehensive Examination.

Curriculum Profile

The following curriculum profile for the D.I.B.A. program lists all program curriculum activities in modified course number order, not necessarily in the order in which students typically pursue the program. New students should consult with their regional program manager or the graduate student advisors to develop a draft plan for completing the course and dissertation requirements.

The D.I.B.A. Program

	Credits
CSA 6072 Online Communications and Internet Competency	0
CSA 6030 Information and Decision Science	4
CSA 6050 Operations Management	4
CSA 6060 Business and Public Policy Seminar	4
CSA 6080 Professional Studies workshop	2
CSA 6110 International Business & Finance	4
CSA 6140 Strategic Decision Making	4
+ CSA 6410 International Management	4
+ CSA 6420 International Marketing	4
+ CSA 6430 International Finance and Banking	4

+ CSA 6450	Comparative Government and Economic Systems	4
+ CSA 6470	International Legal Framework	4
CSA 6090	Comprehensive Exam (Part I)	0
CSA 6089	Comprehensive Exam (Part II)	0
CSA 6096	Professional Publication	0
* CSA 6081	Applied Research Development	2
* CSA 6082	Research Techniques	2
* CSA 6083	Research Methods	2
* CSA 6480	Readings in International Business	4
* CSA 6091	Dissertation I	2
* CSA 6092	Dissertation II	2
* CSA 6093	Dissertation III	2
* CSA 6094	Dissertation IV	<u>2</u>
Total		60
* Dissertation Track		
+ Offered at Fort Lauderdale only		

CALENDAR for 1998					
	SEQUENCE I	SEQUENCE II	NATIONAL CLUSTER	SUMMER INSTITUTE	COMP. EXAMS
Winter	Jan. 10-11 Feb. 7-8 March 7-8	Jan. 24-25 Feb. 21-22 March 21-22	April 19-24		April 26
Summer	May 2-3 June 6-7 July 11-12	May 16-17 June 20-21 July 18-19	Aug. 23-28	Aug. 2-7	Aug. 30
Fall	Sept. 12-13 Oct. 10-11 Nov. 7-8	Sept. 26-27 Oct. 24-25 Nov. 21-22	Dec. 13-18		Dec. 20

Every effort is made to hold classes on these dates, and at the scheduled cluster sites. In a few instances, dates are changed after discussion with professors and students or special arrangements are made in coordination with professors and students when too few students are enrolled at one site. Although classes meet according to the schedule above, pre-class assignments are required and due prior to the first class meeting. A final assignment is normally due within 30 days of the final class meeting.

The following are held as four- to six-day seminars:

1. National Cluster courses in Fort Lauderdale: Winter, Summer, Fall terms
2. Summer Institute (specialty courses) in Fort Lauderdale: Summer term
3. National Seminar in Washington, D.C. (CSA 6060): Winter, Summer, Fall terms
4. National Seminar in Fort Lauderdale (CSA 6140, capstone course): Winter, Summer, Fall terms

The Professional Studies workshop is held as a four-day course in conjunction with a professional association meeting. Advanced dates are provided in the *Schedule of Classes*.

Research courses (CSA 6081, CSA 6082, and CSA 6083) are held as three-day courses on campus and at regional locations. Advanced dates are provided in the *Schedule of Classes*.

DOCTORAL PROGRAM COURSE DESCRIPTIONS

CSA 6001 Independent Study 1-4 cr.

Special study in a particular aspect of a curriculum business topic under direct supervision of a graduate faculty member. No more than four credit hours of independent study may be awarded toward degree requirements. **Prerequisite:** Approval of doctoral program office.

CSA 6010 Administrative Theory and Practice 4 cr.

The focus of the course is on a critical and analytical review of the history of management theory. Students are encouraged to compare and contrast management theories and to examine them in the critical light of practical experience. In addition, through the preparation of literature research papers, students give attention to the development of dissertation-supporting literature-review skills. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6020 Organizational Behavior/Personnel Management 4 cr.

A seminar in the theories and practices of organizational behavior and the techniques of applied management. Focus on individual and group behavior in organizations. Discussion of traditional behavioral theories, organizational dynamics, current trends, and future directions in behavioral sciences and human resource management fields to include concepts of team building practices and high performance perception and values. Responsibilities of human resource management and skills of applied management practices in the organization to include survey research and employee motivation, leadership, workplace trends, and personnel planning. Cases and experiential exercises will enhance the transfer of learning. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6030 Information and Decision Sciences 4 cr.

This course provides an application of information processing concepts from a managerial/administrative perspective. Topics include managerial issues in analysis, design, and implementation of management information systems (MIS); decision support systems, expert systems, automated financial modeling and planning method; and managerial issues of organizing information systems and telecommunication networks (information centers, local area networks (LANs), etc.). **Prerequisites:** Computer literacy, graduate-level quantitative methods, and CSA 6072.

CSA 6040 Economic Analysis 4 cr.

This course is designed to expose mid-level and high-level administrators to economic techniques applicable to both public and private business decision making. It will impart the skills necessary for utilization of these. An economic focus will be provided for the application of quantitative analyses such as regression, cost benefit, linear programming, mini-max, and time and risk. Applications such as demand functions, cost functions, production functions, pricing of both public and private goods, human capital and market structures will be examined. The focus of the course will be on case analysis and the preparation by each student of a research paper that applies one of these techniques to the solution of a job-related economics problem. **Prerequisite:** Graduate-level economics.

CSA 6050 Operations Management 4 cr.

Operations management covers both manufacturing and service industries and deals with a multitude of activities needed to produce or process goods and services in the private and public sectors. The course emphasizes the production and operations activities of businesses and public agencies. The operations management function to provide acceptable service to clients and customers provides the underlying theme for case analysis and discussion.

Prerequisite: Graduate-level quantitative methods.

CSA 6060 Business and Public Policy Seminar 4 cr.

This course is designed to increase understanding of dynamic and multifaceted relationships between business and public policy. It involves an examination of key public policy processes, problems, and issues and their impact on business policies and operations. Although the focus will be on the U.S. federal government and the U.S. economy, the roles and impact of state and local governments, foreign governments, and international organizations will also be reviewed. Similarly, the "politics" of intracompany, intraindustry, and interindustry relationships will be analyzed. The approach will involve a wide variety of disciplines, eg., business administration, public administration, economics, political science, and law sociology.

Prerequisite: CSA 6072.

CSA 6072 Online Communications and Internet Competency 0 cr.

This course includes both facility on a microcomputer of the student's choice and the use of the Nova Southeastern University campus-based computer system. Students who complete NSU's master's level computer competency course will be exempt from this course.

CSA 6080 Professional Studies workshop 2 cr.

A required two-credit workshop held every year in conjunction with the American Society for Public Administration's (ASPA) annual meeting for D.P.A. students, the Society for Human Resource Management annual conference for D.B.A./HRM students, the Academy of International Business' annual meeting for D.B.A./IM and D.I.B.A. students, the American Accounting Association annual meeting for the D.B.A./ACC students, the Financial Management Association annual meeting for the D.B.A./FIN students, the American Marketing Association (Marketing Educators Conference) for the D.B.A./MKT students, and the Association for Information Systems annual meeting for D.B.A./ITM students. The annual Academy of Management meeting in August is the workshop site for D.B.A. students. Consult the *Schedule of Classes* for dates and locations for individual workshops. Although NSU's programs are not sponsored by these associations, it is felt that participation in these professional group meetings will expose students to contemporary thoughts and research in their areas of interest. You are also encouraged to submit papers or participate as discussant at these meetings.

CSA 6081 Applied Research Development 2 cr.

The role of research in the business decision making process will be explored. The significance of theory in the research process will be defined. The varied appropriate methodologies that could be brought to bear in such endeavors will be studied in depth. Students will be expected to understand the framing of research questions, the developing of an appropriate methodology, and the selecting of the appropriate techniques to carry out research.

CSA 6082 Research Techniques 2 cr.

This course examines the nature of information, data, statistical analysis, and reporting. Statistical analyses from many perspectives, including descriptive statistics and inferential statistics at the univariate level, will be emphasized. The nature of factorial designs; multivariate analyses; correlation, regression, and prediction equations; and techniques associated with data exploration will be examined. A variety of computer-based tools will be used to conduct the statistical analyses associated with this course. **Prerequisites:** CSA 6081 and graduate-level quantitative methods.

CSA 6083 Research Methods 2 cr.

This course focuses on the integration of statistical techniques into the research design, as described in Chapter Three of the typical dissertation. The use of survey techniques in behavioral, management, and other scenarios is explored. The output of regression models is used to build financial and marketing models. Advanced computer programs are demonstrated as they are applied to specific research projects. **Prerequisites:** CSA 6081, CSA 6082, and graduate-level quantitative methods.

CSA 6110 International Business and Finance 4 cr.

International business is a logical extension of a growth-oriented national economic and organizational setting. The module emphasizes the benefits to be gained from international trade and the multinational opportunities available to individual firms. New theories of global trade are discussed. Special attention is given to foreign economic policy, tariff and nontariff barriers, the transfer of payments, the balance of payments, exchange rates, and the contemporary international monetary system. Attention is also given to developing third-world countries, the economic status of major emerging nations, the nature and scope of multinational enterprise, host country policies toward multinational enterprise, and new techniques designed to result in a more beneficial international economic order.

Prerequisite: Graduate-level accounting/finance.

CSA 6120 Marketing Management and Research 4 cr.

The course is designed to help D.B.A. candidates develop both an appreciation for the intellectual growth of marketing as an academic discipline and a set of skills related to the practice of marketing management. Students will be exposed to the role of marketing in a modern organization and, through the use of case, lecture, and market modeling assignments, will develop skills in planning and executing marketing programs. Students will examine the intellectual underpinnings of marketing as a discipline by examining the development of marketing theories from both a historical as well as philosophical basis. In doing so, they will also be exposed to the basic issues involved with doing scientific research in the social sciences.

Prerequisite: Graduate-level marketing.

CSA 6130 Financial Decision Making in Business 4 cr.

An examination of the theory and practice of finance with emphasis given to financial analysis, management, and control. Topics to be offered include the theory and practice of finance to include the firm's investment, financing, and dividend decisions; analytical techniques available for problem solving; and the environment in which financial decisions are made. Coverage of these topics will be accomplished by utilizing a balance between concept applications, case analyses, and problems. Content includes: 1) principles and functions of finance; valuation of financial market instruments; time value of money, financial ratio analysis; forecasting; 2) management of liquidity and other current assets; short- and interme-

diate-term financing, leasing; 3) capital investment, capital budgeting methods, required returns for companies and divisions and acquisitions; 4) theory of capital structure; dividend policy; 5) long-term financing; equity capital, long-term debt; inflation and financial market returns; and 6) mergers and acquisitions; failures and reorganizations. **Prerequisite:** Graduate-level accounting/finance.

CSA 6140 Strategic Decision Making 4 cr.

This is the capstone course in the doctoral program. Students from the various specialty programs bring their knowledge of the specialty areas together. The objective is to draw together the knowledge gained from the various functional area courses studied in ways that will enhance the analysis of ongoing business and not-for-profit organizations. In this course, the interacting and diverse interests of stakeholders—key executives, customers, buyers, owners, and other interested parties—will be examined. Substantial attention is given to selecting and formulating goals and objectives and to the formulation of strategies and policies for reaching these goals and objectives. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed. **Prerequisites:** Completion of all other course work and Part I of the comprehensive examination.

CSA 6150 Readings in Business Administration 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6151 Advanced Readings in Management/Organizational Behavior 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her Chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6220 Comparative Administrative Systems 4 cr.

This course focuses on alternative administrative arrangements within which the public administrator must function. Particular attention is given to comparative study of administrative systems in the United States, the United Kingdom, France, and Germany. The complex system of interaction and dependency created by the dispersal of governmental authority among many agencies, levels of government, and jurisdictions are examined as are the history, contemporary conditions, and future of federal, state, and local relations. An integrated perspective is developed to give a clear understanding of the special characteristics of American public administration.

CSA 6230 Financial Decision Making in Government 4 cr.

This course begins with a review of capital budgeting techniques and practices, continues with a summary of modern economic and financial theory, and then presents applications in the national, state, and local planning, programming, and budgeting environments. Revenue budgeting at the local, state, and federal levels is examined for fairness, efficiency of collection, and economic impact. Expense budgeting examines the use that is made of revenues collected. Programs and planning activities are examined, then Congressional activities associated with the passage of the budget are examined. Cases are used to augment text readings when possible.

CSA 6240 Constitutional/Administrative Law and Ethics 4 cr.

This course reviews the normative and legal framework of public administration in the United States. Topics include: principal doctrines of American constitutionalism that are the basis for and parameters of public management practice. Theories of due process, equal protection, federalism, and separation of powers; statutory restraints on the administrator, traditional and new forms of judicial control of administrative action, standards for the exercise of administration action, standards for the exercise of administrative discretion, and modern dynamics of the relationship between the administrative and judicial processes; conflicting demands on public managers; sense of personal responsibility for actions versus obligations to hierarchical supervisors, peers, subordinates, and the system and obligations imposed by the bureaucracy versus senses of fairness, duty, and responsibility.

CSA 6250 Readings in Public Administration 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6315 Strategic Programming in Human Resource Management 4 cr.

This course will emphasize decision-making processes in the development and maintenance of various program elements in human resource management. Decision analysis will also be considered. Traditional and current issues-oriented programming will be addressed. Program elements that may be included are human resource planning, recruitment and selection, performance and promotion systems, incentives and awards, compensation and benefits, and human resource information systems (HRIS). **Prerequisite:** Graduate-level personnel/human resource management.

CSA 6325 Employee Relations and Services 4 cr.

This course will address the tools that the human resource department may employ in order to maintain optimum levels of employee morale and employee retention. Current approaches and processes for determining which tools to use will be discussed. Included in the course will be such content as employee surveys, quality work life, discipline and due process, career management, employee assistance plans and employee counseling, outplacement, retirement planning, day care, and various auxiliary services. **Prerequisite:** Graduate-level personnel/human resource management.

CSA 6330 Performance and Reward Systems 4 cr.

This course focuses on performance appraisal, compensation, benefits, and incentive systems. In the area of performance appraisal, topics to be studied include systems, methods, rater errors, and interviewing. Other topics to be explored include pay plans, compensation administration, flexible benefits, health plans, individual and group incentives, employee motivation, and HRIS. **Prerequisite:** Graduate-level personnel/human resource management.

CSA 6370 Readings in Human Resource Management 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6410 International Management 4 cr.

This course is an examination of the general field of administration with emphasis on the role of the management process, organizational behavior, and human resource management in international management. Topics to be covered include the evolution of management theory, the international manager's job, the modern emphasis on effective utilization of human resources, and the managerial issues confounding top management as they attempt to plan, organize, lead, and control global operations. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6420 International Marketing 4 cr.

This course is designed to develop an understanding of the problems and opportunities present in the international business environment and the challenges involved in the development and implementation of the international corporate/marketing strategy. It includes an analysis of the environment of international markets, theories and models, market research methodology, and the market mix. **Prerequisite:** Graduate-level marketing.

CSA 6430 International Finance and Banking 4 cr.

A study of the international financial management and banking functions that examines the environment for international finance and banking, balance of payments, foreign exchange, and inherent dimensions of political risk. Unique aspects of international financial management are emphasized as related to cash management, capital budgeting, and cost of capital. International banking and financial markets are discussed. **Prerequisites:** Graduate-level economics and accounting/finance.

CSA 6450 Comparative Government and Economic Systems 4 cr.

An in-depth review and analysis of the political and socioeconomic environment of major societies that may have impact on the world scene, as viewed today. Comparative Government seeks to compare and contrast the institutional environments of these societies as the basis for conducting international trade and advancing economic development and mutual cooperation. **Prerequisite:** Graduate-level economics.

CSA 6470 International Legal Framework 4 cr.

An introduction to the structures and processes of the international legal community, with a particular view to its bearing upon international commercial and financial interchanges. Topics to be covered include the history of the international legal order; sources of international law; incorporation of international law into U.S. law; sovereignty; diplomatic protection; human rights; institutions of the United Nations era; the International Monetary Fund; the General Agreement on Tariffs and Trade; expropriation of alien-owned property; sovereign immunity; act of state doctrine; jurisdiction; and extraterritoriality, and the European Economic Community.

CSA 6480 Readings in International Business Administration 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6510 International Finance 4 cr.

This course is designed to extend the student's knowledge of corporate finance, investment, and financial institutions to the international arena. The theoretical basis for the international component, the environment of the international financial component, the solution of management problems that arise due to the international component, the associated regulatory complexities, and the currently active areas of modern academic research associated with international financial management will be covered. **Prerequisites:** Graduate-level accounting/finance and economics.

CSA 6520 Financial Institutions 4 cr.

This course begins with an examination of financial analysis techniques and strategies that are used to assist in corporate decision making at commercial banks, savings and loans, savings banks, credit unions, insurance companies, mutual and money market funds, and investment banks and brokerage firms. The role of all of these financial institutions in the economy is explored and the competitive nature and the differences between institutions is examined extensively. The macro-environment (overview) of the banking industry and other trends and problems in the environment of financial institutions are discussed. **Prerequisite:** Graduate-level accounting/finance and economics.

CSA 6530 Financial Engineering 4 cr.

This course offers students a comprehensive overview of the significant risk management and tactical asset allocation functions offered by derivatives securities including forward and futures contracts, options, forward rate agreements, and swaps. Sample topics include hedging currency exposure, interest rate risk immunization, international diversification through swaps, exotic over-the counter products, how hedge funds use derivatives, and the like. **Prerequisite:** Graduate-level accounting/finance.

CSA 6540 Investments and Taxation 4 cr.

The objectives of this course are to gain an understanding of the efficient market hypothesis and tests of market efficiency; gain an understanding of options and future markets; relate options and future markets to commodity markets; evaluate portfolio management theories and practices, and investigate the impact of taxes on investment instruments.

Prerequisites: Graduate-level quantitative methods, accounting/finance, and economics.

CSA 6550 Readings in Finance 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and Chairperson by the research director.

CSA 6610 Administrative Theory in Health Services 4 cr.

A doctoral seminar that includes a review of work of the classical theorists in the management discipline and a more detailed discussion of modern management thought and theory in the health services environment. Students are encouraged to compare and contrast management theories and to examine these theories in the critical light of their own experience. Students develop skills in academic research through the preparation of research papers and literature reviews. **Prerequisite:** Graduate-level management/organizational theory.

CSA 6620 Health Policy Analysis 4 cr.

The course examines the major historical and current influences on health policy development and implementation at the federal and state levels, and the resulting structure and functions of the American health care industry. Students will identify principles for national health care and evaluate selected health policy proposals by special interest groups and state and federal government agencies.

CSA 6650 Readings in Health Services 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography which supports the dissertation in that area. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6660 Legal Issues in Health Services 4 cr.

This seminar will feature a series of legal concepts and issues facing health care managers in today's dynamic and evolving health care delivery system. Students will analyze conflicts arising from legal, economic, and social issues. The structure of the legal system, governmental bodies regulating the health care industry, and some of the entities that make up the health care system will be studied as a framework for analyzing substantive issues.

CSA 6710 Seminar in Financial Accounting 4 cr.

This course examines the discipline of financial accounting by tracing the historical backgrounds and evolution of current financial accounting theory and practice, reviewing key parts of the related literature, and discussing future directions of financial accounting research. Current financial reporting issues and areas of controversy are studied with an emphasis on the relationship between accounting practice and research. Student skills in research topic selection and refinement, literature selection and review, and research project structuring are advanced. Current issues and developments in accounting education are discussed as an integral part of the course. **Prerequisite:** Accounting.

CSA 6730 Seminar in Managerial Accounting 4 cr.

This course addresses the major issues in the area of managerial accounting by reviewing the historical and current literature, analyzing appropriate case studies, and discussing related issues in human resource, behavioral and social responsibility-accounting. Ethical concerns are also examined. Student research skills are enhanced through the exploration of potential research topics in the managerial accounting discipline. **Prerequisite:** Accounting.

CSA 6740 Seminar in International Accounting 4 cr.

This course examines the international dimensions of accounting, primarily as they relate to financial accounting, but also considers the impact of multinational operations on managerial accounting and taxation, both U.S. and foreign. The initial course focus is on how U.S. corporations and their international affiliates account for foreign transactions for financial reporting purposes. A survey of financial accounting and reporting practices employed in other countries follows. The recent trend towards harmonizing the wide variety of country practices is then studied. Finally, business and individual taxation methods used in various countries are discussed. **Prerequisite:** Accounting.

CSA 6750 Readings in Accounting 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6760 Seminar in Accounting Information Systems and Auditing 4 cr.

This seminar provides an overview of the development, implementation, and evolution of accounting information systems (AIS). Topics discussed include the impact of technology, control issues, and behavioral aspects of the AIS process. The relationship between the AIS and the internal and external information flows that facilitate resource allocation decisions is emphasized. In addition to AIS auditability concerns, other attributes of internal and external auditing, such as professional ethics, evidence gathering and evaluation, risk assessment, and reporting options are examined. Relevant theoretical and applied research are integrated into topical coverage throughout the course. **Prerequisite:** Accounting.

CSA 6810 Marketing Theory 4 cr.

This course is designed to prepare D.B.A. candidates in Marketing for the dissertation by providing them with the skills to develop theory within a marketing context. The students will be exposed to a structured theory development procedure and will complete a theory development paper. In addition, students will read and critique works in the field.

Prerequisite: Graduate-level marketing.

CSA 6830 Research Analysis for Marketing Decisions 4 cr.

The course is designed to help D.B.A. candidates master their understanding of the total process of generating and transforming data into information relevant to identification and analysis of issues in the field of marketing. Emphases are placed on research designs: exploratory, descriptive, and causal; methodologies in: measurement and scaling, sampling, and inferential statistics; techniques of data analysis: parametric, nonparametric, simple, and multivariate. Students will gain experience in analyzing "real life" marketing research data using either VAX or PC-based SPSSx software. **Prerequisite:** Graduate-level marketing.

CSA 6850 Readings in Marketing 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with his or her chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and chairperson by the research director.

CSA 6890 Marketing Topics 4 cr.

Students will be introduced to special topics such as international marketing, buyer behavior, marketing communications, brand equity, etc. **Prerequisite:** Graduate-level marketing.

CSA 6910 Enterprise Architecture 4 cr.

Administrative Theory and Practice concepts are combined with concepts and architecture of information systems for IT-enterprise architecture alignment. Topics include information concepts, flows, and system types; information's role in planning, operations, control, and decision making; information systems' integration across function, managerial level, and

other attributes. Tools and methods expediting specialized IS designs and application requirements are examined. IS planning, implementation, and management strategies reviewed. Trends in development of group support systems, expert systems, office automation, and information engineering are described. Techniques for creating a comprehensive enterprise-wide plan optimizing productivity through enterprise architecture planning are delineated. **Prerequisite:** Graduate-level MIS.

CSA 6920 Telecommunications and Data Networks 4 cr.

Recent advances and new applications in the expanding field of telecommunications and computer networks are examined. Technical fundamentals, architectures and network design are described. Strategies, tools, and techniques for network planning, implementation, management, maintenance, and security are delineated. Topics include ISDN and B-ISDN, the OSI model, transmission media, network operating systems, topologies, configurations, protocols, and performance characteristics. Trends in standardization, internetworking, downsizing, and the development of local area networks (LANs), wide area networks (WANs), metropolitan area networks (MANs), value added networks (VANs), and enterprise-wide networks are explored. **Prerequisite:** Graduate-level MIS.

CSA 6930 Applied Database Management Systems 4 cr.

Techniques for determining database requirements and managing organizational data resources are examined. Strategies for designing database management system applications satisfying specific requirements are presented. Components and architectures of data and the relational model are analyzed. Methods for creating and implementing object-oriented IS are explored. Topics include object-oriented languages, user interface, databases and expert system, distributed computing, advantages and drawbacks of commercially available DBMS tools and products. **Prerequisite:** Graduate-level MIS.

CSA 6950 Readings in Information Technology Management 4 cr.

This is an independent readings course in preparation for the dissertation. A student works with their Chairperson in developing the bibliography and a draft literature review to support the dissertation. The Readings course may be taken only after the student has received approval of the Concept Paper and Chairperson by the research director. The design of the organizational structures, systems, and processes necessary for implementation of such strategies and policies is developed.

CSA 7000 Advanced Seminar in Management Education Methods 2 cr.

This course addresses the techniques and strategies that instructors may employ in the education of adult professionals and executives. Seminar participants will explore various options for teaching specific content typologies in a formal educational environment. Participants will also assess their instructional style. Accelerated learning methods will be discussed.

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Nova Southeastern University Policies Governing Student Relations

General

Nova Southeastern University has established specific policies, procedures, and guidelines defining its relationship with its students. The term "student" defines the student, or parents of the student if the student qualifies as a dependent under the provisions of the Internal Revenue Code.

Retention of Records

Nova Southeastern University follows the record retention guidelines put forth by the American Association of Collegiate Registrars and admissions Officers. All permanent records are stored in the Office of the Registrar and microfilmed upon graduation or withdrawal from the University. Records include application documents, registration forms, grades, and personal data. All physical records of students who enrolled in courses are retained for five years after microfilming. Academic records are also kept in the Student Information System computer database and remain as a permanent record. Records of students who have applied but never registered are destroyed after one year under the Family Education Rights and Privacy Act.

Institutional and Academic Information

Nova Southeastern and its academic schools and centers periodically publish bulletins or catalogs describing NSU and its programs. These bulletins are available to enrolled and prospective students through the various admissions offices associated with academic units or from the Office of the University Registrar. Each academic unit, group of units, and/or the registrar's office maintains at least one full-time employee to assist students in obtaining information.

International Students

International students who intend to reside in the United States and who are required to obtain an I-20 visa must be full-time degree-seeking students and must attend the main campus in Fort Lauderdale. While financial aid is available for United States citizens only, some scholarship money may be available for foreign students. For further information contact: International Student Adviser, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796. Toll free: 800-541-6682, Ext. 7240. All others: (954) 262-7240.

Veterans' Benefits

All programs described in this catalog are approved for veterans' training by the Bureau of State Approval for Veterans' Training, Florida Department of Veterans' Affairs. Eligible veterans and veterans' dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796, telephone (954) 262-7241 or toll free 800-541-6682, Ext. 7241.

Veterans' Benefits for Off-Campus Graduate Programs

The Veterans Administration considers all programs that meet off campus (field-based programs, cluster programs) to be programs of independent study for veterans' benefits purposes. The Veterans Administration will make the decision as to the rate of the benefit.

Grade/Progress Reports for VA Students

Each VA student will be provided a grade/progress report at the end of every evaluation period (e.g., term, semester, quarter). A copy of each report will be placed in the student's permanent file maintained by the Office of the University Registrar.

Notice of Nondiscrimination

Nova Southeastern University admits students of any race, color, sex, age, nondisqualifying disability, religion or creed, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school, and does not discriminate in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

Student Publications

Nova Southeastern University, as publisher, bears the legal responsibility for the contents of student publications. In the delegation of editorial responsibility to students, the University provides sufficient editorial freedom for the student publications to maintain their integrity of purpose as vehicles of free inquiry and free expression in the Nova Southeastern University academic community.

The delegated editorial freedom of student editors and managers is subject to corollary responsibilities to be governed by the canons of responsible journalism, such as the avoidance of libel, indecency, undocumented allegations, attacks on personal integrity, and the techniques of harassment and innuendo.

As safeguards for the delegated editorial freedom of student publications, the following provisions are made:

1. The student press shall be free of censorship and advance approval of copy, and its editors and managers shall be free to develop their own editorial policies and news coverage.
2. Editors and managers of student publications shall be protected from arbitrary suspension and removal because of student, faculty, administrative, or public disapproval of editorial policy or content. Only for proper and stated causes shall editors and managers be subject to removal, and then by orderly and prescribed procedures.
3. All University published and financed student publications shall explicitly state on the editorial page that the opinions therein expressed are not necessarily those of Nova Southeastern University or of the student body.

Student Participation in University Governance

In furtherance of its commitment to teaching and learning, Nova Southeastern University encourages student participation in institutional decision making.

Within each center, elected student government bodies provide vehicles for student expression of views and opinions on issues of institutional policy. Officers of the student governments are members of the President's Student Advisory Committee which meets monthly with the President and appropriate senior administrative staff to discuss University matters of general interest to the student body.

Additionally, students are regularly appointed to committees, task forces, and ad hoc groups dealing with issues of concern to students, including appointment to each self study subcommittee.

The Code of Student Conduct and Academic Responsibility

Purpose: This code seeks to promote high standards of academic integrity by setting forth the responsibilities of students as members of the University community. Abiding by the code ensures a climate wherein all members of the University community can exercise their rights of membership.

Nova Southeastern University Statement of Academic Rights and Responsibilities

Nova Southeastern University, as a community of women and men, is committed to furthering scholarship, academic pursuits, and service to our society. As an institution, our purpose is to assure all students an equal opportunity to fulfill their intellectual potential through pursuit of the highest standards of academic excellence.

Certain rights and obligations flow from membership in any academic community committed to such goals:

- The rights of personal and intellectual freedom, which are fundamental to the idea of a university;
- A scrupulous respect for the equal rights and dignity of others; and
- Dedication to the scholarly and educational purposes of the University and participation in promoting and assuring the academic quality and credibility of the institution.

Students are responsible for obtaining, learning, and observing the established University and center policies as listed in all official publications. In addition, students must comply with the legal and ethical standards of the institution as well as those of Broward County and the State of Florida. All members of the community should inform the appropriate official of any violation of conduct regulations.

A. Academic Standards

The University expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. The academic honesty standards include:

1. **Original Work.** Assignments such as course preparations, exams, texts, projects, term papers, practicums, etc., must be the original work of the student. Original work may include the thoughts and words of another author, but if that is the case, those ideas or words must be indicated in a manner consistent with a University-recognized form and style manual.

Work is not original that has been submitted previously by the author or by anyone else for academic credit. Work is not original that has been copied or partially copied from any other source, including another student, unless such

copying is acknowledged by the person submitting the work for the credit at the time the work is being submitted or unless copying, sharing, or joint authorship is an express part of the assignment. Exams and tests are original work when no unauthorized aid is given, received, or used prior to or during the course of the examination.

2. **Referencing the Works of Another Author.** All academic work submitted for credit or as partial fulfillment of course requirements must adhere to each center's specific accepted reference manuals and rules of documentation. Standards of scholarship require that proper acknowledgment be given by the writer when the thoughts and words of another author are used. Students must acquire a style manual approved by their center and become familiar with accepted scholarly and editorial practice in their program. Students' work must comport with the adopted citation manual for their particular center.

At Nova Southeastern University, it is plagiarism to represent another person's work, words, or ideas as one's own without use of a center-recognized method of citation. Deviating from center standards I(A) (1) or I(A) (2) is considered plagiarism at Nova Southeastern University.

3. **Tendering of Information.** All academic work must be the original work of the student. Giving or allowing one's work to be copied, giving out exam questions or answers, or releasing or selling term papers is prohibited.
4. **Acts Prohibited.** Students should avoid any impropriety, or the appearance thereof, in taking examinations or completing work in pursuance of their educational goals. Violations of academic responsibility include, but are not limited to:
 - a. Plagiarism;
 - b. Any form of cheating;
 - c. Conspiracy to commit academic dishonesty;
 - d. Misrepresentation;
 - e. Bribery in an attempt to gain an academic advantage;
 - f. Forging or altering documents or credentials; and
 - g. Knowingly furnishing false information to the institution.
5. **Additional Matters of Ethical Concern.** Where circumstances are such as to place students in positions of power over University personnel, inside or outside the institution, students should avoid any reasonable suspicion that they have used that power for personal benefit or in a capricious manner.

B. Conduct Standards

1. Students should not interfere with the rights, safety, or health of members of the University community nor interfere with other students' right to learn. Students are expected to abide by all University, center, and program rules and regulations and all local, state, and federal laws. Violations of conduct standards include, but are not limited to:
 - a. Theft;
 - b. Vandalism;
 - c. Disruptive behavior;

- d. Possession or use of firearms, fireworks, explosives, or other dangerous substances or items;
 - e. Possession, transfer, sale, or use of illicit drugs;
 - f. Appearance in class or on campus under the apparent influence of alcohol or illicit drugs or chemicals;
 - g. Violations of housing regulations;
 - h. Any act or conspiracy to commit an act which is harassing or abusive or which invades an individual's right to privacy, including, but not limited to, sexual harassment and abuse against members of a particular racial, ethnic, religious, or cultural group;
 - i. Threats of or actual damage to property or physical harm to others; and
 - j. Any activity that may be construed as hazing ("hazing" is defined as: any action or situation which recklessly or intentionally endangers the mental or physical health or safety of a student for the purpose of initiation or admission into or affiliation with any organization operating under the sanction of a university); and
 - k. Failure to pay tuition and fees in a timely manner.
2. Students must have authorization from the University to have access to University documents, data, programs, and other types of information and information systems. Any use of the above without authorization is prohibited.

C. Supplementary Standards

Students are expected to comply with the legal and ethical standards of this institution and those of their chosen field of study, including the code of ethics for computer usage. The University and each center or program may prescribe additional standards for student conduct as would comport with the letter and spirit of this code.

D. Violations

Any violation(s) of any of the academic standards, conduct standards, or supplemental standards may result in a complaint being filed against a student to enforce the Code of Student Conduct and Academic Responsibility. Deans or directors may, in their discretion, immediately suspend students pending a hearing on charges of academic conduct or supplemental standard violations. Any student found guilty of a violation of the academic, conduct, or supplemental standards will be subject to disciplinary action, including expulsion from the University.

Student Code of Computer Ethics

Nova Southeastern University provides computer systems with access to hardware, software, and networks to enhance academic experience. The University's computer systems are vital to its programs of instruction, research, and administration. Nova Southeastern University's computer systems refer to all computers owned or operated by the University and include hardware, software, data, and communication networks associated with these systems. In particular, computer systems refer to systems ranging from multiuser time-sharing systems to single-user terminals and personal computers, whether free standing or connected to a network.

Ethical conduct by students in the use of this technology is the same as in all other areas of University life and it is of equal importance. All students are expected to abide by the Nova Southeastern University Code of Student Conduct and Academic Responsibility. Students, as part of their academic preparation toward specific professional career goals, must be aware of and abide by the professional code of ethics associated with that chosen profession. Therefore, student technology users must apply standards of normal academic and professional ethics and considerate conduct to their use of the University's computing systems and resources, including respect of other users' rights to privacy.

The student user must be aware of the legal and moral responsibility for ethical conduct in the use of technology. Student users of Nova Southeastern University's computer systems are subject to all applicable federal, state, and international computer laws. A copy of the Florida Computer Crimes Act and referenced Florida Statutes may be examined online or in a student's academic program office.

In addition, a student accessing any of Nova Southeastern University's computer systems, whether a multiuser time-sharing system or a single-user terminal or personal computer, must:

- Have proper authorization for use or attempted use of accounts within the Nova Southeastern University computer systems.
- Limit the use of Nova Southeastern University computer systems to academic activities as defined by the student's academic program office.
- Refrain from attempting to tamper with or obstruct the operation of Nova Southeastern University's computer systems.
- Be aware that accessing or using another person's computer account without that person's permission is illegal and unethical.
- Refrain from any attempt to use Nova Southeastern University's computer systems as a means for the unauthorized access to computer systems outside the University's systems.
- Be aware that the use of invasive software, such as worms and viruses destructive to hardware, software, or data files, is illegal and unethical.
- Be aware that using Nova Southeastern University's computer systems to act or behave in a rude, obscene, or harassing manner will be dealt with by appropriate University policy, procedures, and agents.
- Use only legally obtained or licensed data or software in accordance with its license or purchase agreement.
- Be in compliance with federal copyright laws and the Nova Southeastern University copyright code.

As with all matters of law and ethics, ignorance of the rules does not excuse violations. Inappropriate conduct and violations will be dealt with under the guidelines of the Nova Southeastern University Code of Student Conduct and Academic Responsibility as defined and determined by the Office of the Academic Vice-President and the Office of the Dean of a student's academic program.

Drug-Free Schools and Campuses

In order to comply with the Drug-Free Schools and Communities Act (Pub. L. No. 101-226, Title 34 C.F.R., part 86), Nova Southeastern University has adopted the following policy for all workplace, school, campus, and field-based programs.

The unlawful manufacture, distribution, dispensation, possession, or use of illicit drugs* and the abuse of alcohol are prohibited in and on Nova Southeastern University owned or controlled property and as a part of any of its activities. No Nova Southeastern University employee or student is to report to work or school while under the influence of illicit drugs or alcohol.

There are serious health risks associated with the abuse of drugs and alcohol (see attached "Controlled Substances—Uses and Effects"). If you, a fellow student, teacher, or co-worker has a problem with abuse of drugs and/or alcohol, help can be provided at the following locations:

On Campus:

Nova Southeastern University Student Counseling Service
Mailman Building
(954) 262-7040

Nova Southeastern University Community Mental Health
Davie (954) 262-7040
Lauderhill (954) 486-3663
Coral Springs (954) 753-7020

Community:

Florida Department of Education
Educational Prevention Center
Knott Building
Tallahassee, Florida 32399
(904) 488-6304

Department of Health and Rehabilitative Services
Alcohol and Drug Abuse Program
1317 Winewood Boulevard
Tallahassee, Florida 32399
(904) 488-0900

*The term "illicit drugs" refers to all illegal drugs and to legal drugs obtained or used without a physician's order.

When you use or deal in drugs, you also risk incarceration and/or fines. The attached federal sentencing guidelines indicate federal penalties for trafficking in drugs.

In addition to the federal sanctions, Florida state statutes provide sanctions in regard to the use, possession, and/or sale of illicit drugs and the abuse of alcohol. Punishment varies dependent upon the amount and type of drug and/or alcohol involved. Felony convictions range from one year to life imprisonment. Possession of not less than 20 grams of cannabis is punishable as a misdemeanor of the first degree. Punishment for misdemeanors ranges from less than 60 days to one year imprisonment.

Under §893.13, Florida Statutes, it is unlawful for any person to sell, purchase, manufacture, deliver, or possess with intent to sell, purchase, manufacture, or deliver a controlled substance. Violation of this statute is a felony and is punishable under Chapter 775 of the Florida Statutes.

Under §893.13 (1) (e), Florida Statutes, it is unlawful for any person to sell, purchase, manufacture, deliver, or to possess with the intent to sell, purchase, manufacture, or deliver a controlled substance in, on, or within 1,000 feet of a public or private elementary, middle, or secondary school. Punishment for a violation of this statute may include a minimum three-year imprisonment.

Under §316.1936, Florida Statutes, it is unlawful for any person to possess an open container of alcoholic beverage while operating a vehicle in the state or while a passenger in or on a vehicle being operated in the state. Violation of this law will result in a non-criminal moving traffic violation, punishable as provided in Chapter 318 of the Florida Statutes, with fines and points on a driving record leading to driver's license suspension.

Under §316.193, Florida Statutes, a person is guilty of driving under the influence if such a person is driving or in actual physical control of a vehicle within the state and the person is under the influence of alcoholic beverages or any controlled substance when affected to the extent that his or her normal faculties are impaired or the person has a blood alcohol level of .10 percent or higher. First conviction on such a DUI charge shall result in a fine not less than \$250 or more than \$500 and imprisonment not more than six months. A second conviction results in a fine of not less than \$500 or more than \$1,000 and not more than nine months' imprisonment. Third conviction will result in not less than a \$1,000 fine or more than a \$2,500 fine and imprisonment for not more than 12 months.

By applying for a driver's license and accepting and using a driver's license, a person holding the driver's license is deemed to have expressed his or her consent to submit to breath, blood, and urine tests for alcohol, chemical substances, or controlled substances.

Nova Southeastern University requires that an employee notify the employer of any criminal drug statute conviction for a violation occurring in the work place no later than five (5) days after such conviction. In order to comply with federal law, Nova Southeastern University must notify any federal contracting agency within ten (10) days of having received notice that an employee engaged in the performance of a federal contract or grant has had a criminal drug statute conviction for a violation occurring in the work place. Any criminal drug convictions in the workplace must be reported by the employee

to his or her University supervisor or department head within five (5) days of the date of such conviction. The University will discipline any employee who is so convicted or require the employee's satisfactory participation in a drug/alcohol abuse assistance or rehabilitation program within thirty (30) days of notice of such conviction.

Any Nova Southeastern University employee or student determined to have violated this policy shall be subject to referral for prosecution by the appropriate authorities. Other sanctions include evaluation/treatment for drug use disorder, which may include mandatory completion of a drug/alcohol abuse rehabilitation program, expulsion, and/or termination.

All Nova Southeastern University faculty and staff members will, as a condition of their employment, abide by the terms of this policy. All Nova Southeastern University students will, as a condition of their enrollment, abide by the terms of this policy.

Smoking and Nonsmoking

Smoking is prohibited in any Nova Southeastern University facility where, regardless of physical separation, nonsmokers share a ventilation system with smokers.

This policy does not apply to living quarters (dormitories) which are subject to a separate smoking policy. Nor does this policy in any way supersede the Florida Clean Indoor Air Act.

Alcohol and Other Drugs

Nova Southeastern University, as an institution of higher education, is dedicated to the well-being of all members of the University community—students, faculty, staff, and administrators. Concerned with the misuse of alcohol and other drugs (both licit and illicit), it is the policy of the University to endeavor to prevent substance abuse through programs of education and prevention.

The University recognizes alcoholism and drug abuse as illnesses or treatable disorders, and it is the University's policy to work with members of the University community to provide channels of education and assistance. However, it is the individual's responsibility to seek help. The University also recognizes that the possession and/or use of certain substances is illegal, and the University is obligated to comply with local, state, and federal laws.

1. While on campus or engaged in any University related activity, members of the University community must be in a fit condition to perform appropriately. Being under the influence of alcohol and/or drugs is prohibited and may subject the individual to disciplinary action including the possibility of dismissal.
2. Employees will be evaluated only on their work performance. If alcohol consumption or the use of any other drug affects an employee's performance, assistance is available. However, if an employee's performance continues to deteriorate, the University will discipline the employee based on his or her job performance. Poor job performance will lead to discharge.
3. Professional assistance for substance abuse is given on a confidential, professional, and voluntary basis. The purpose of this assistance is to help the individual member of the University community who has a substance abuse problem lead a productive work and/or academic life free of substance abuse.
4. Members of the University community who engage in any illegal activity involving alcohol or other drugs are subject to dismissal.

Substance Abuse Awareness, Education, and Prevention

Nova Southeastern University's activities in substance abuse awareness, education, and prevention exist to encourage members of the University community to avoid the use of illicit drugs, to use alcohol and other licit drugs in a responsible manner, and to avert the need for direct intervention. The specific goals of the program are the following:

- To educate all members of the community that the use and possession of certain substances are illegal and may result in adverse consequences.

- To inform members of the University community concerning the physical and psychological effects of alcohol and other drugs and to develop an awareness of potential problems that can result from the use of these substances.
- To support those who choose not to drink alcohol or to use other drugs.
- To teach those who choose to drink alcohol to do so responsibly.
- To help those who abuse alcohol or other drugs.

In order to achieve these goals, the University operates and/or engages in the following programs and activities:

1. **Alcohol and Drug Resource Center.** The Resource Center is directed by an existing staff member. Additional staff consists of student employees, practicum students, and/or student volunteers. The center has the primary responsibility for the University's prevention and education programs. It coordinates the various activities and serves as a clearinghouse for alcohol and drug information. Each academic center designates a contact person who works with the Resource Center staff to disseminate information within their centers.
2. **Advisory Committee.** This is a group of administrators, faculty, and student leaders who are appointed by the vice president for academic affairs to serve as advisers and resource persons. The committee is chaired by the director of the Alcohol and Drug Resource Center. The group meets monthly to discuss and develop program plans and activities.
3. **Alcohol and Drug Awareness Activities.** Under the direction of the Resource Center, there are regular and ongoing activities designed to disseminate information about alcohol and drug use. The audience of the information is all students, employees, and faculty of the University, both on and off campus. The awareness activities can include posters, media campaigns, films, exhibits, and literature. The University supports the National Alcohol Awareness Week and schedules activities at that time to promote awareness on campus.
4. **Student Organizations.** The student governments are encouraged to establish chapters of organizations such as BACCHUS (Boost Alcohol Consciousness Concerning the Health of University Students) and SADD (Students Against Drunk Driving).
5. **Alcohol and Drug Workshops.** Workshops are provided for student leaders and for employees as part of the University's staff development program. These workshops provide the opportunity for participants to discuss the information they receive. Student leaders are required to complete such workshops before they can plan parties that involve drinking.

6. **Academic Courses.** Several academic centers have put identifiable units on alcohol and drugs into appropriate existing courses. Additionally, several academic centers have established elective courses in substance abuse and/or recommend students to take such courses in other centers. Assistance is available to the academic centers from the Alcohol and Drug Abuse Resource Center to ensure the substance abuse content of courses is consistent with University policies.
7. **Orientation.** Academic centers include information on drugs and alcohol in the orientation sessions and materials for new students. The orientation provides a general orientation to the problems of substance abuse and includes a statement of the University's policy on drugs and alcohol. The information is presented in a positive manner. The Resource Center works with the academic centers to prepare the materials presented.

Communicable Diseases Policy Guidelines

It is the intent of the University to protect students and employees from exposure to communicable diseases that pose reasonable risk of harm to members of the University community. It is also the intent of the University to protect the rights of those infected with a communicable disease pursuant to the Sick Leave Policy of the University. Employees and students of the University who do become infected with a communicable disease are subject to the guidelines listed below.

All employees diagnosed with any communicable disease will receive the same benefits and privileges extended to any employee under the Sick Leave Policy and shall be afforded confidentiality for all related issues.

The University will be flexible in its response to incidents of communicable disease, evaluating each occurrence in light of this policy and current available medical information.

Guidelines

1. For the purpose of this policy, the term "employee" shall include all persons employed by the University, either full time or part time, including adjuncts and off-site coordinators, but shall not include the following persons:
 - a. Members of the Board of Trustees
 - b. Guest lecturers
 - c. Vendors

The term "student" shall include all persons enrolled at the University, either part time or full time, from preschool through graduate studies.

The term "infected person" shall include students and employees who have been medically diagnosed as infected with a communicable disease.

In the event that any employee, administrator, or student has a concern about the potential for the spread of a communicable disease within the University community, those concerns should be brought to the assistant director of human resources for review consistent with the current available information on the spread of the particular communicable disease. After review and evaluation of the concerns, if there appears to be a reasonable likelihood of the spread of the disease within the University community by an infected person, the assistant director of human resources will, after notification of the issues presented to the University president, contact the Broward County Health Department for recommendations of appropriate action consistent with state law.

The University will make available to its employees and students information about the transmissibility of communicable diseases and precautions that can be taken to prevent the spread of various communicable diseases.

2. An infected person can continue to work and study so long as he or she is able to continue to perform regular responsibilities satisfactorily and so long as the best available medical evidence indicates that his or her continued status does not present a health or safety threat to self or others. Infected employees with diseases that threaten the safety of others are eligible for the same leave of absence provisions of current University policy for sick or annual leave.
3. An infected person returning to work or school after a leave of absence for reasons related to a communicable disease must provide a statement from his or her treating physician indicating current medical status. An employee shall submit the physician's statement to the director of human resources or a delegated representative. Students shall submit their statement to their program dean.
4. Within reason, the University shall make accommodations to the infected persons, whenever possible, to ensure continuity in employment or in the classroom. Such measures may include, subject to administrative limitations, job reassignment or class reassignment to place the infected person in a less demanding position.
5. No infected person (employee or student) may be dismissed from the University solely on the basis of a diagnosis of an infection of a contagious disease. A decision to dismiss or discharge will only be made after reasonable accommodation has been attempted and an examination of facts demonstrate that the infected person can no longer perform as required or poses a reasonable threat to the health and safety of those around him or her.
6. Disciplinary measures are available to the University when any employee fails or refuses to work at his or her assigned job with an infected person who has not been deemed to pose a present health or safety threat to self or to others. Student disciplinary measures shall range from counseling to expulsion.
7. As with any medical condition, employees must not disclose information regarding another employee or student to anyone except those employees with a medical or administrative need to know. The University shall take every precaution to ensure that confidentiality is maintained. Breach of such confidentiality by any employee shall result in disciplinary action.

Policy on Sexual Harassment

It is the intent of Nova Southeastern University to protect all employees and students from sexual harassment. Sexual harassment is a violation of Title VII. Sexual harassment undermines the integrity of the employment and academic environment, debilitates morale, and interferes with the effectiveness of employees and students. In accordance with Equal Employment Opportunity Commission-promulgated guidelines, unwelcome sexual advances, unwanted requests for favors of a sexual nature, and any other verbal or physical conduct of a sexual nature are considered sexual harassment if:

- (a) Explicit or implicit submission to sexual overtones is made a term or condition of employment.
- (b) Employment decisions are made on the basis of whether submission to or rejection of sexual overtones occurred.
- (c) An individual's work performance is unreasonably interfered with by a sexually intimidating, hostile, or offensive atmosphere.

A. At Nova Southeastern University, sexual harassment of or by employees includes:

- 1. Unwelcome or unwanted sexual advances. This includes unwelcome physical contact or sexual advances considered unacceptable by another individual.
- 2. Requests or demands for sexual favors. This includes subtle or blatant pressures or requests for any type of sexual favor accompanied by an implied or stated promise of preferential treatment or negative consequence concerning one's employment status.
- 3. Verbal abuse that is sex-oriented or considered unacceptable by another individual, as well as sexually derogatory comments. This includes commenting about an individual's body or appearance when such comments go beyond mere courtesy; telling jokes that are clearly unwanted and considered offensive by others; or other tasteless, sexually-oriented comments or innuendoes or actions that offend others.
- 4. Engaging in any type of sexually-oriented conduct that would unreasonably interfere with another's work performance. This includes extending unwanted sexual attention to someone that reduces personal productivity or time available to work at assigned tasks.
- 5. Creating a work environment that is intimidating, hostile, or offensive because of unwelcome or unwanted sexually-oriented conversations, suggestions, requests, demands, physical contacts or attentions.

Nova Southeastern University will not tolerate sexual harassment. Sexual harassment is an insidious practice. It demeans individuals being treated in such manner and creates unacceptable stress for the entire organization. Persons harassing others will be dealt with swiftly and vigorously.

Normal, noncoercive interaction that is acceptable to both parties is not considered to be sexual harassment.

All allegations of sexual harassment of or by an employee, client, or vendor will be promptly and thoroughly investigated by the Human Resources Department and should be reported promptly to the director of human resources.

B. At Nova Southeastern University, sexual harassment by employees of students is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made to appear to be a term or condition of enrollment, attendance, or participation in a class;
2. Submission to or rejection of such conduct affects academic decisions; or
3. Such conduct has the purpose or effect of unreasonably interfering with a student's academic performance or creating an intimidating, hostile, or offensive academic environment;
4. Unwelcome patting, pinching, or touching;
5. Offensive or demeaning sexual remarks, jokes, or gestures.

Students aggrieved by a violation of this policy may file a grievance under their center's grievance procedure.

Any employee who violates any portion of this policy shall be subject to disciplinary action.

At Nova Southeastern University, romantic and sexual relationships between a faculty member and a student are subject to the prohibition against sexual harassment.

Romantic or sexual relationships between a faculty member and a student then enrolled in the faculty member's class (including supervised student activities for which academic credit is given) may appear to be coercive and are discouraged. Even when no coercion is present, such relationships create an appearance of impropriety and favoritism that can impair the academic experience of all students in that class. It is, therefore, improper conduct for a faculty member to engage in a romantic or sexual relationship with a student then enrolled in the faculty member's class.

Privacy of Records

Nova Southeastern University maintains a system of records that includes application forms, admission test scores, and transcripts of students' previous academic records and performance while in residence. These records are available for review by present and former students upon written request to the Office of the University Registrar. However, the registrar will not release transcripts of students' academic records until all their accounts, both academic and nonacademic, have been paid.

The law limits access by and disclosure to a third party. Such access is given only upon consent of the student or if required by law, except for the following information, which may be released as directory information: a) student's name; b) dates of attendance; c) degree and awards received. Requests for such information must be submitted in writing to the Office of the University Registrar. The University reserves the right to refuse the above information if the reason for the request is not considered to be a sufficient need to know.

Any student or parent not wishing to have this information disclosed should notify the Office of the University Registrar in writing prior to September 1 of the relevant school year.

A person does not have the right of access to educational records until he or she has been admitted to and has actually begun attending Nova Southeastern University. There is no prohibition from disclosing such information to the parents of students who are listed on their parents' federal income tax forms.

Parents or eligible students will be provided a hearing by the University if they wish to challenge the content of the record. If they are still not satisfied, the parents or eligible students may add explanatory or rebuttal matter to the record.

If the students or parents are denied access to a hearing or if the records are alleged to have been illegally disclosed to a third party, the students or parents may file a complaint with the U.S. Department of Education.

Reservation of Power

Nova Southeastern reserves the right to amend, modify, add to, or delete its rules, policies, and procedures affecting its institutional relationship with students as deemed necessary by the administration. Any such amendment, modification, addition, or deletion shall not be considered a violation of the relationship between the University and the student. Such right includes modification to academic requirements, curriculum, tuition, and/or fees when in the judgment of the administration such changes are required in the exercise of its educational responsibility.

* * *

The provisions set forth in this document are not to be regarded as an irrevocable contract between the student and Nova Southeastern University. Regulations and requirements, including tuition and fees, are necessarily subject to change without notice at any time at the discretion of the administration. The University further reserves the right to require a student to withdraw at any time, as well as the right to impose probation on any student whose conduct is unsatisfactory. Any admission on the basis of false statements or documents is void upon discovery of the fraud, and the student is not entitled to any credit for work that he or she may have done at the University. Upon dismissal or suspension from the University for cause, there will be no refund of tuition or fees. The balance due Nova Southeastern University will be considered receivable and will be collected.

A transcript of a student's academic record cannot be released until all of his or her accounts, academic and nonacademic, are paid.

Any Nova Southeastern University student has the right to inspect and review his or her educational record. The policy of the University is *not* to disclose personally identifiable information contained in a student's educational record without prior written consent from the student, except to University officials, to officials of another school in which the student seeks enrollment, to authorized representatives of federal or state agencies, to accrediting organizations, to parents of dependent students, under judicial order, to parties in a health or safety emergency, or when verifying graduation with a particular degree.

A student also has the right to petition Nova Southeastern University to amend or correct any part of his or her educational record that he or she believes to be inaccurate, misleading, or in violation of the privacy or other rights of students. If the University decides it will not amend or correct a student's record, the student has a right to a hearing to present evidence that the record is inaccurate, misleading, or in violation of the privacy or other rights of students.

If these rights are violated, a student may file a complaint with the Department of Education. A student may obtain a copy of the Educational Privacy Act policy by requesting it in writing from the Office of the University Registrar, Nova Southeastern University, Parker Building, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796. A schedule of fees and a listing of the types and locations of educational records are contained in this policy.

Nova Southeastern University does not discriminate on the basis of handicap, sex, race, religion, or national or ethnic origin in admission, access, or employment for any of its programs and activities. The University registrar and director of human resources have been designated as student and employee coordinators, respectively, to assure compliance with the provisions of the applicable laws and regulations relative to nondiscrimination.

Nova Southeastern University programs are approved for the training of veterans and other eligible persons by the Bureau of State Approval For Veterans' Training, Florida Department of Veterans' Affairs. Eligible veterans and veterans' dependents should contact the Office of the University Registrar, 3301 College Avenue, Fort Lauderdale, Florida 33314-7796, telephone (954) 262-7241.

The school is authorized under federal law to enroll nonimmigrant alien students.

The Nova Southeastern University general policies on student relations are on file in the Office of the University Registrar.

Nova Southeastern University Degree Offerings

Nova Southeastern University Degree Offerings

Doctoral and Professional Degrees

Doctor of Audiology (Au.D.)

Doctor of Business Administration (D.B.A.) in:

- Accounting
- Business Administration
- Finance
- Health Services
- Human Resource Management
- International Management
- Information Technology Management
- Marketing

Doctor of Education (Ed.D.) in:

- Adult Education
- Child and Youth Studies
- Computer and Information Technology
- Computing Technology in Education
- Educational Leadership
- Health Care Education
- Higher Education
- Instructional Technology and Distance Education
- Vocational, Technical, Occupational Education

Doctor of International Business Administration (D.I.B.A.) in:

- International Business Administration

Doctor of Medical Dentistry (D.M.D., Fall 1997)

Doctor of Occupational Therapy (D.O.T.)

Doctor of Optometry (O.D.)

Doctor of Osteopathy (D.O.)

Doctor of Pharmacy (Pharm.D.)

Doctor of Philosophy (Ph.D.) in:

- Clinical Psychology
- Computer Information Systems
- Computer Science
- Computing Technology in Education
- Dispute Resolution
- Family Therapy
- Information Science
- Information Systems
- Oceanography

Doctor of Physical Therapy (D.Sc.P.T.)

Doctor of Psychology (Psy.D.) in:

- Clinical Psychology

Doctor of Public Administration (D.P.A.) in:

- Public Administration

Doctor of Speech-Language Pathology (SLP.D.)

Juris Doctor (J.D.) in:

- Law

Specialist Degrees

Educational Specialist (Ed.S.) in:

- Education

Master's Degrees

Master of Accounting (M.Acc.)

Master of Biomedical Sciences (M.B.S.)

Master of Business Administration (M.B.A.)

Master of International Business Administration (M.I.B.A.)

Master of Occupational Therapy (M.O.T.)

Master of Physical Therapy (M.P.T.)

Master of Public Administration (M.P.A.) in:

- Public Administration

Master of Science (M.S.) in:

- Applied Addiction Studies
- Child and Youth Care Administration
- Coastal Zone Management
- Computer Information Systems
- Computer Science
- Computing Technology in Education
- Dispute Resolution
- Early Childhood Education Administration
- Education
- Elder Care Administration
- Family Support Studies
- Family Therapy
- Health Services Administration
- Human Resource Management
- Instructional Technology and Distance Education
- Management Information Systems
- Marine Biology
- Mental Health Counseling
- School Guidance and Counseling
- Speech-Language Pathology

Master of Medical Education (M.Sc.)

Bachelor's Degrees

Bachelor of Arts (B.A.) in:

- Liberal Arts

Bachelor of Science (B.S.) in:

- Accounting
- Administrative Studies
- Applied Professional Studies
- Business Administration
- Computer Information Systems
- Computer Science
- Early Childhood Education
- Elementary Education
- Exceptional Education
- General Studies
- Hospitality Management
- Legal Assistant
- Legal Studies (prelaw)
- Life Sciences (premedical)
- Ocean Studies
- Physician Assistant
- Professional Management
- Psychology
- Science and the Business Environment
- Science and the Law
- Secondary Education
- Sports and Wellness
- Vision Sciences

All field-based clusters meet the same stringent accreditation requirements as on-campus programs. In addition, all clusters outside Florida are licensed in the states in which they operate.

The following states have provided these disclosures.

CALIFORNIA DISCLOSURE

"Any questions or problems concerning this institution which have not been satisfactorily answered or resolved by the institution should be directed to the Superintendent of Public Instruction, State Department of Education, Sacramento, California 94244-2720."

Amendment to refund policy:

In keeping with CAC Section 18805 requiring a three (3) day cooling off period, Nova Southeastern University will void a student's enrollment commitment and return any monies paid the University provided the student notifies the University in writing of intent to withdraw ten (10) days after signing an admissions application.

INDIANA DISCLOSURE

"This institution is regulated by:
The Indiana Commission on Proprietary Education
302 West Washington Street, Room 201
Indianapolis, Indiana 46204."

In-State Toll Free Number 800-227-5695 or (317) 232-1320

SOUTH CAROLINA DISCLOSURE

Admission Requirements

In addition to the admission procedures specified in the catalog, the following requirement must be noted:

All applicants for the South Carolina clusters must provide a current Graduate Management Admission Test (GMAT) score as part of the admission selection process.

Licensed by the Commission on Higher Education, 1333 Main Street, Suite 200, Columbia, South Carolina 29201. Telephone (803) 737-2260.

NOVA SOUTHEASTERN UNIVERSITY FACILITIES FOR FIELD-BASED PROGRAMS IN WASHINGTON STATE

Nova Southeastern University leases classroom facilities in accordance with local health, fire, and safety standards. All facilities are selected on the basis that they are conducive to learning.

The University attempts to rent classrooms on local college campuses before using other facilities.

"Nova Southeastern University is authorized by the Washington Higher Education Coordinating Board and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree Authorization Act. This authorization is valid until July 31, 1999 and authorizes Nova Southeastern University, Inc. to offer the following degrees: Doctor of Business Administration; Master of Business Administration; Doctor of Education. Any person desiring information about the requirements of the Act or the applicability of those requirements to the institution may contact the board office at P.O. Box 43430, Olympia, WA 98504-3430."

STATE OF WASHINGTON
NOVA SOUTHEASTERN UNIVERSITY STUDENT CANCELLATION AND
REFUND POLICY IN ACCORDANCE WITH WAS 250-61-110

1. The application fee not exceeding \$50.00 is non-refundable and exempt from the following refund schedule.
2. A non-successful applicant shall be entitled to a refund of all money paid, less the above application fee.
3. A successful applicant who chooses to withdraw from the academic term may recover a percentage of his/her tuition and fees by submitting a written request of withdrawal. Refunds will be made according to the following schedule:
 - (a) Within six business days after signing the enrollment agreement or making an initial payment, but before the first day of instruction, the student will receive 100% of tuition fees.
 - (b) Counting the first day of class and continuing through the 29th day of the term, a successful applicant will receive a 75% refund if written notification of withdrawal is received within this time period.
 - (c) After the 29th day of the term, no tuition or fees pertaining to that term will be refunded. However, any monies paid for future terms will be refunded in full.
 - (d) A student who is terminated by action of Nova Southeastern University will receive a refund with the accordance of the above policy based on the date the action is taken.
4. If a student, without notice to the University, fails to attend classes for a period of thirty (30) calendar days during which classes are in session, the University reserves the right to notify the student in writing that his/her enrollment has been terminated effective the 30th calendar day. Such a student may receive a tuition and fees refund according to the University's published refund policy.
5. In the event the University acts in such a way as to effectively reduce the ratio of instruction to course cost, such as severely reducing class time or course content, or terminating the course, the student may request and receive a prorated refund.
6. Refunds will be made within thirty (30) days after written notice of termination or cancellation.

VERMONT DISCLOSURE

Credits earned at Nova Southeastern University are transferable at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.



SCHOOL OF BUSINESS AND ENTREPRENEURSHIP
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315-3025
(954) 262-5000